

2021-2023

CAUS Equity and Inclusion Strategic Implementation and Action Plan



COLLEGE OF ARCHITECTURE
AND URBAN STUDIES
VIRGINIA TECH™

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Introduction

As articulated in our most recent organizational strategic plan document, the College of Architecture and Urban Studies (CAUS) is a community of courageous scholars who care about - and work to improve - our shared natural and built environments. The four schools that comprise CAUS share a vision to understand and shape the spaces and places where we live, work and play.

The strategic plan document puts forth that:

“Our School of Architecture + Design, Myers-Lawson School of Construction, School of Public and International Affairs, and School of Visual Arts provide undergraduates and graduates access to creative learning initiatives ranging from designing skyscrapers to analyzing and writing international environmental policies to collaborating on affordable housing projects. As an academic entity, the College of Architecture and Urban Studies is identified with building community and place through insightful planning and design as well as the production of ground-breaking research in visual arts, construction technology, and international affairs. Through these physical and visual arts, we put into play the concepts and applications that encourage, build, and embrace the poly-cultural diversity of our world.” - CAUS Strategic Plan 2021-2024

The College has recently completed a year-long research based strategic planning effort. Through this effort key priorities for diversity, equity and inclusion have been identified by faculty, staff, and students at all levels. These markers created the evidence base for our equity initiatives moving forward. Relevant priorities were articulated as follows:

- Create and Ensure an Inclusive and Equitable College Climate
- Promote Diverse Thought, Ideation, and Action through Thoughtful Curriculum Design and Teaching
- Build the Common Table – where everyone can convene and discuss issues in a safe and neutral environment.

Throughout this process, intentional effort has been made to align the college’s strategic plan and the college’s DEI action plan with the university’s goals of increasing representational diversity among faculty, staff, and student populations; institutionalizing structures to promote sustainable transformation; ensure a welcoming, affirming, safe, and accessible campus climate; and advance the academic mission through inclusion and diversity.

CAUS believes that engaging in InclusiveVT efforts are critical to achieving the college’s 2021 Strategic Plan Goal to, “Ensure and advance an Inclusive and Equitable College Culture”.

ARCHITECTS, DESIGNERS, AND
CREATORS OF COMMUNITIES,
BUILDINGS, AND POLICIES: WE
ARE VISIONARIES, INNOVATORS,
AND COLLABORATORS.

WE ARE CAUS.

Our Approach

Multicultural organizational development (MCO) is a philosophy and practical approach that can help organizations to realize the potential of diversity through strategies aimed at personal, interpersonal, and organizational levels. CAUS will use this multi-pronged approach to build multicultural capacity that increases CAUS' ability to work effectively and respectfully with people from diverse cultural, linguistic, and social backgrounds. Building multicultural capacity will help us go beyond having a diverse workforce with knowledge of and sensitivity to difference. It allows us to recognize the organization as a social system with interdependent components. Understanding the College as a system supports our ability to build and utilize the full potential of its workforce and tap into the strengths of the College community. Recognizing this system, CAUS can develop strategies that impact multiple levels at once.



College / Unit Diversity Mission, Vision, and Core Values

Shared values engender trust and link an organization together. Establishing shared values requires conversation and reflection about organizational objectives, individual beliefs, and institutional operating systems. When organizations embrace the challenge of identifying shared values, navigating organizational culture change can be more productive. The college is currently in the final stages of identifying core values emanating from the strategic planning process. Core values related to diversity, equity and inclusion coming from this process will be identified and activities to enculturate these values will be woven into the DEI Action Plan. Since these core values were identified using a participatory strategic planning process, we can be assured that they were authentic values articulated by faculty, staff, and students in the college.

Our Mission

Understand, through acts of creation, design, construction, and analysis, the forces that give meaning and value to the built environments that shape our lives.

Our Perception

We perceive the world as boundless.

In the College of Architecture and Urban Studies, we believe that diversity, equity, and inclusion are important shared values, values that are integral to and reflective of who we are. To initiate conversations around these shared values it is helpful to define the terms. This is not just a process of putting words down on a piece of paper. It requires a sustained and thoughtful discussion about how we understand the language we use in our college and how we work with one another. These definitions aim to begin the process of uncovering and defining the values from which we wish to operate so that we can integrate them into existing organizational norms and the behavioral expectations of our learning community. The mutually agreed upon terms articulated below will serve as our initial compass for the work moving forward.

Culture

Culture refers to the traditions, beliefs, and values of an individual or a group of people, both observable and invisible. Culture should be defined broadly and recognize that the intersectionality between cultural elements such as race, gender, sexual orientation, language, and ethnicity contribute to a person’s sense of self in relation to others, shaping the individual’s personal identity and sense of own culture (CAUS, DEI Committee, 2021).

Diversity

Diversity is the individual and group differences among people. These include “individual and organizational characteristics, values, beliefs, experiences, backgrounds, preferences and behaviors (SHRM Business Plan for Diversity).” These differences are important qualities that we engage and value as we work and learn together in CAUS.

Equity

Equity is the social right to just and fair treatment for all people. Within CAUS, equity is an organizational expectation, ensuring that everyone has the resources and opportunities needed to succeed in every stage of education and career development. To achieve equity, we actively identify and eliminate barriers that have prevented the full participation of marginalized individuals and groups. *(Adapted from the original developed at UC Berkeley).*

Inclusion

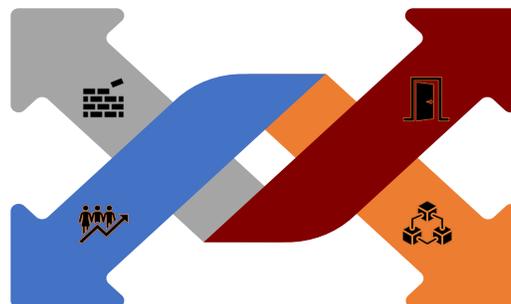
Inclusion is the act of creating environments in which all individuals or groups feel welcomed, respected, supported, and valued as fully participating members. An inclusive and welcoming climate embraces differences and offers respect in words and actions for all people. Inclusion integrates diversity and equity into the culture of CAUS, embedding these shared values into the core academic mission and institutional functioning. *(Adapted from the original developed at UC Davis).*

Building awareness of diversity mission, vision and core values among faculty, students, and staff.

The college is currently building out an infrastructure for the dissemination of information related to diversity, equity, and inclusion. Through the participatory strategic planning process, we found that issues of equity and inclusion ranked number one on the list of emphasis areas fleshed out in the data analysis. This finding is a key feature for messaging this year and will be used to build credibility and communicate DEI priorities across the college.

Establish infrastructure.
Institutionalizing structures to promote sustainable transformation.

Increase representational diversity.
Increasing the representational diversity of faculty, staff, and students.



Build a welcoming environment.
Ensuring a welcoming, affirming, safe, and accessible campus climate.

Embed equity values.
Integrating diversity, inclusion, and equity values into the academic mission

Efforts to create easily digestible information are important to garner the attention of our busy students, staff, and faculty. For example, we use graphics like the one above to build the CAUS DEI brand and to demonstrate how our focus areas align with University goals.

Updates have been made to the external and internal diversity, equity, and inclusion webpages to further demonstrate DEI priorities in the college. Recently college wide communications have been disseminated introduction faculty, staff, and students to the restructured CAUS Diversity, Equity, and Inclusion (DE&I) Advisory Committee for Students, Staff, and Faculty with invitations to reach out to members of the committee with ideas, questions, and DEI related issues in each school.

Discussions about the long-term and intentional nature of our approach at the college is routinely included in print communications as well as presentations done in schools, departments, and units. This helps faculty, staff and students recognize that the process will both be incremental as well as developmental. This is key to setting expectations for all stakeholders in the college about what areas will be prioritized and how structures will be put in place at all levels.

CAUS leverages the talents of student employees and interns to prioritize and modernize the way that we communicate our DEI values and efforts. This has a dual purpose of engaging students in the college level DEI work as well as helping to leverage limited resources. We are near completion of an annual media plan that will spell out routine social media engagements, newsletter goals, and other college-wide dissemination strategies. This includes engaging schools and units in efforts to disseminate activities, information and DEI priorities across programs that do not traditionally communicate with each other.

Implementation structure, oversight, and accountability

As we seek to codify and metricize DEI work at the college, it has been important to be intentional about creating the right infrastructure as well as ensure a common understanding for how we will advance DEI efforts in the college. For this reason, a great deal of time has been spent creating an awareness about the explicit process we intend to take for transformational change. These documents help schools and departments understand the role they will have in formalizing and accounting for DEI goals in their individual units. Examples of this material are found as Attachments A, B and C at the end of this document.

In August 2020, a Director of Diversity was appointed for the college. The college has allocated 30% of her time to DEI work at the college level. The Director is a member of the college leadership team, meets weekly with this team and at least monthly, if not more with the Dean of the college. A formal position description outlines the Director's responsibilities and authority (Attachment D).

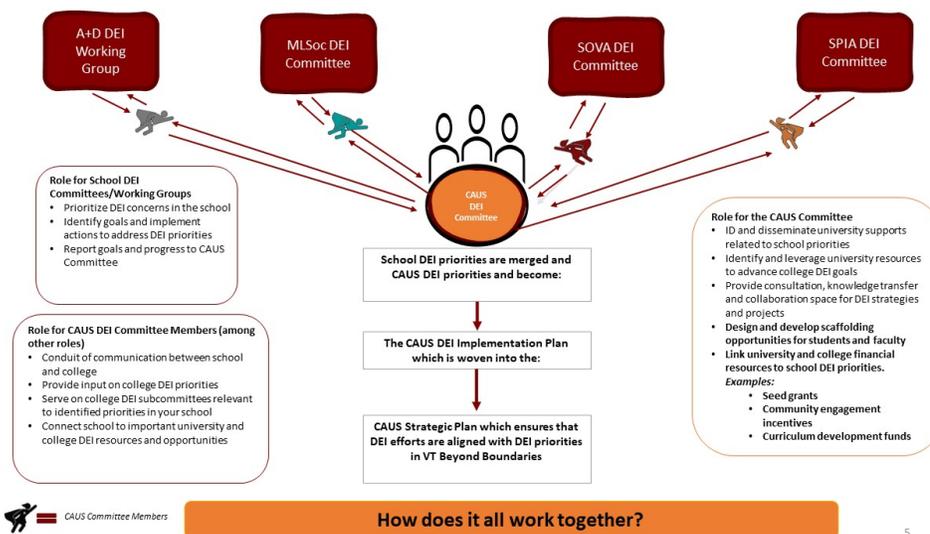
In October 2020, the CAUS Diversity, Equity, and Inclusion (DE&I) Advisory Committee for Students, Staff, and Faculty was formally codified under the auspices of the Dean's office. The committee charter outlines the goals

and responsibilities of this group. The committee will be a thought-partner to foster open and transparent communication with college senior leadership, working to promote and make progress on strategic priorities related to diversity, equity, and inclusion. The committee will promote connections and alignment of needs, priorities and goals of students, staff, and faculty across the college, stressing the importance of, and the college’s collective commitment to, this work.

The committee has the following broad responsibilities:

- Makes formal recommendations to the Dean and Director of Diversity on policies, actions, and programs to support and fulfill diversity related commitments by the college.
- Provides routine recommendations and insight to executive staff on issues of culture, climate, equity, inclusion, and diversity in the college.
- Reviews and supports the development of School DEI workplans.
- Facilitates communication of school DEI goals that inform the annual college DEI implementation plan.
- Supports the development of the annual inclusion and equity diversity plan at the college level.
- Advises, recommends, and supports strategies for recruitment and retention of a diversified faculty, staff, and student body.
- Reviews and supports strategies for integrating diversity into the curriculum.
- Reviews and evaluates diversity related programming and actions in collaboration with the Diversity Director annually.

The following graphic is used to clarify and agree upon the roles, responsibilities, and expectations of the CAUS executive leadership (school directors, associate deans, and administrative leadership), the Expanded Leadership Team (unit and department heads from across the college), the CAUS DEI committee as well as individual school equity focused committees.



Plan Evaluation and Reporting

The CAUS Diversity Director shall provide a quarterly progress report to the CAUS Diversity Committee and a yearly progress report to the associate dean for academic affairs. A biennial report will be published and will include an evaluation of the outcomes and a narrative of the accomplishments and challenges in the implementation of the plan.

CAUS Strategic Plan Goal One: Ensure and advance an Inclusive and Equitable College Culture

Areas of Focus

It has been important for us to help our CAUS community understand how all the seemingly disparate plans, priorities, and focus areas are aligned to ensure collective action. Constant reinforcement of DEI goals interact with other key initiatives across the college and the university is essential for raising the credibility and buy-in of these goals.

CAUS DEI Implementation and Action Steps

Objective/Action	Action steps	Resources	Measures of success / accountability	Timeline
<i>College/Unit/Dept level: what do we want to accomplish?</i>	<i>What key steps will be taken to achieve success?</i>	<i>What funding, personnel, or other resources will be committed and/or sought to support this action item?</i>	<i>Describe methods used to measure the success of the action item; qualitative and quantitative measures</i>	<i>What is the milestone or timeline for implementation or time to success?</i>

Objective/Action One: Establish E&I infrastructure: Institutionalizing structures to promote sustainable transformation.

	Develop and implement equity related policies, processes, and governance.	<ul style="list-style-type: none"> Administrative and faculty time and effort 	<ul style="list-style-type: none"> At least one key policy in each school is reviewed and revised to address an element related to advancing equity. College faculty 	Progress will be reviewed and reported on a semi-annual basis.
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<p>Objective/ Action 1</p> <p>Establish E&I infrastructure: Institutionalizing structures to promote sustainable transformation.</p>			<p>handbook will be revised to address key equity concern related to faculty P&T</p>	<p>Action Step to be completed by Fall 2022</p>
	<p>Establish School-level committees to lead diversity, equity & inclusion efforts</p>	<ul style="list-style-type: none"> ● Administrative and faculty time and effort 	<ul style="list-style-type: none"> ● All four schools have fully operational DEI committees or similar entities. ● Four schools will have developed an annual DEI implementation plans that include measures of progress 	<ul style="list-style-type: none"> ● All committees will be codified by Fall 2021
	<p>Build sustainable support for schools, departments, and units to achieve DEI goals.</p> <ul style="list-style-type: none"> ● Develop a comprehensive list of tools, programs, and best practices that could be adopted by schools to advance equity. ● Include draft budget for each recommended practice or program including expected 	<ul style="list-style-type: none"> ● Director of Diversity time and effort ● Administrative and faculty time and effort ● School Director time and effort ● School communication staff time and effort ● Support to collect and analyze data from all schools to identify and prioritize tangible supports 	<ul style="list-style-type: none"> ● Establish budget line item for D&I efforts (hiring, recruiting, language support, recognition, programming ● Existence of college focused tools, programs, university contacts and best practices with estimated costs included. ● Existence of internal and external web pages providing information and resources for equity efforts at the college. ● Validated data source for representational and gender diversity statistics at the college level. 	<p>Implementation plans will be submitted by December 2021.</p> <p>Progress will be reviewed and reported on a semi-annual basis.</p>

<p>Objective/ Action 1</p> <p>Establish E&I infrastructure: Institutionalizing structures to promote sustainable transformation.</p>	<p>time required to implement and maintain.</p> <ul style="list-style-type: none"> Establish college level relationships with University programs designed to support DEI efforts across campus 			
	<p>Develop method for collecting information required by InclusiveVT Diversity Implementation and Action Plan Guide</p>	<ul style="list-style-type: none"> Director of Diversity time and effort Administrative and faculty time and effort DEI Committee time and effort 	<ul style="list-style-type: none"> Existence of an automated method to record DEI related activities, processes, and outputs. Identification and analysis of aspirational peers/programs, collaborations/partnerships, DEI integration in teaching, research, and service and other elements in the guide 	<p>Method for data collection to be completed by Fall 2021. Fully functioning collection by Fall 2022.</p>

Objective/Action Two: Increasing college diversity - Increasing faculty, staff, and student diversity.

	Action steps	Resources	Measures of success / accountability	Timeline
	Develop, fund and implement a pilot cluster hire cluster hire in the college.	<ul style="list-style-type: none"> • New and reallocated funding sources • University Human Resources support • College HR technical assistance, time, and effort • Director of Diversity time and effort 	<ul style="list-style-type: none"> • Identify appropriate funding models. • Communicate the value of the program to stakeholders that cluster hiring involves short-term financial sacrifices in exchange for long-term benefits. • Establish and articulate expectations for cluster hires 	<ul style="list-style-type: none"> • Progress will be reviewed and reported on a semi-annual basis. Full implementation expected by Fall 2023
	Identify strategies to recruit and retain diverse faculty and staff.	<ul style="list-style-type: none"> • University Human Resources support • College HR technical assistance, time, and effort • Director of Diversity time and effort • DEI committee time and effort • Leadership and administrative time and effort 	<ul style="list-style-type: none"> • Work with university, college, and school level HR departments to identify processes and practices that should be adopted to enhance current recruitment and hiring practices for representational diversity. • Work with college HR department and school directors to catalog barriers to retention in the college 	<ul style="list-style-type: none"> • Report on barriers to recruitment and retention to be completed in the first six months of this plan. • Recommendations for barrier removal to be included in this report as well as further timelines for implementation of recommendations
	Institutionalize DEI recruitment best practices in all searches (e.g., active	<ul style="list-style-type: none"> • University Human Resources support 	<ul style="list-style-type: none"> • Increase the number faculty and staff who complete training of the HR 	<ul style="list-style-type: none"> • New faculty mentorship programs to be established by Fall

<p>Objective/ Action 2 Increasing college diversity - Increasing faculty, staff, and student diversity.</p>	<p>and ongoing recruitment, diverse hiring committees, search committee training, clear hiring criteria, proactive communication of work/life commitment)</p>	<ul style="list-style-type: none"> ● College HR technical assistance, time, and effort ● College of Architecture and Urban Studies Student Coalition ● Director of Diversity time and effort ● DEI committee time and effort ● Leadership and administrative time and effort ● Increased funding for faculty recruitment in non-traditional markets or methods 	<p>Diversity Search Advocates and participate on search committees by 20%.</p> <ul style="list-style-type: none"> ● Develop or adopt a formal mentorship program for new faculty. ● Engage at least 2 new faculty in a newly established mentorship program. ● Plan at least two educational sessions to build awareness among expanded leadership on the most common barriers to retention experienced by newer faculty in the college. ● Incorporate student evaluation process in search committee processes (see MLSoC). 	<p>2021.</p> <ul style="list-style-type: none"> ● Faculty participants to begin by Spring 2022. ● Educational sessions to be held by Spring 2022
	<p>Engage constituency-focused groups (e.g., multicultural centers; Diversity Councils; community focus groups)</p>	<ul style="list-style-type: none"> ● Leadership and administrative time and effort ● One allocated employee from each school to support coordination from the college. ● College 	<ul style="list-style-type: none"> ● Formalize partnership and build awareness among units for leveraging resources from the Future Faculty Diversity Program. ● At least one unit in the college participates in the Fall 2021 Future Faculty Diversity 	<p>Progress will be reviewed and reported on a semi-annual basis.</p>

<p>Objective/ Action 2</p> <p>Increasing college diversity - Increasing faculty, staff, and student diversity.</p>		<p>Director of Diversity time and effort</p> <ul style="list-style-type: none"> • College of Architecture and Urban Studies Student Coalition time and effort 	<p>Program (FFDP).</p> <ul style="list-style-type: none"> • At least one unit in the college participates in 2021 and 2022 Black College Institute and the Hispanic College Institute at Virginia Tech • Invite at least four representatives from VT cultural centers to DEI Committee meetings to explore partnerships. • Creation of a resource that identifies additional partnerships at the university that could be leveraged by units, departments and schools based on individual unit goals 	
	<p>Develop sources to fund need-based scholarships and financial aid that attract students from under-represented populations to attend, as well as allow them to participate in the array of academic opportunities. (e.g., off-campus and study abroad programs)</p>	<ul style="list-style-type: none"> • Leadership and administrative time and effort • College Advancement time and effort • Line-item funding in both college and school budgets • Alumni groups time and effort 	<ul style="list-style-type: none"> • Formal participation in InclusiveVT Project 2022 • Implement two new financial incentive programs leveraged by newly enrolled URM students 	<p>Progress will be reviewed and reported on a semi-annual basis.</p>

Objective/Action Three: Building a welcoming environment - Ensuring a welcoming, affirming, safe, and accessible campus climate.

	Action steps	Resources	Measures of success / accountability	Timeline
	Continuous engagement of historically marginalized stakeholders through a survey process to interpret data and support the development of strategies for building a welcoming environment	<ul style="list-style-type: none"> ● College Director of Diversity time and effort ● School Director time and effort ● DEI committee time and effort ● Leadership and administrative time and effort ● Faculty and staff time and effort 	<ul style="list-style-type: none"> ● Report from engagement to include implementation recommendations 	<ul style="list-style-type: none"> ● Participatory research effort to begin in Summer 2021. ● Report completed by Feb 2022
	Establish a CAUS BIPOC faculty affinity group	<ul style="list-style-type: none"> ● Leadership and administrative time and effort ● University OID consultation and support ● Group chair time and effort ● Group member time and effort 	Codification and participation in newly developed group	Affinity group fully functioning and self-driven by Spring 2022.
	Create and sustain critical discourse and dialogue through multiple venues throughout the year.	<ul style="list-style-type: none"> ● Leadership and administrative time and effort ● Line items for funding activities in college and school budgets 	<ul style="list-style-type: none"> ● Each school participates in at least two DEI-related conferences and forums. ● Invite at least two visiting scholars/presenters to discuss equity issues while on campus. 	Participation occurs annually

<p>Objective/ Action 3</p> <p>Building a welcoming environment - Ensuring a welcoming, affirming, safe, and accessible campus climate.</p>			<p>Participate annually in Principles of Community Week and the Advancing Diversity Summit</p>	
	<p>Recognize and award accomplishments of faculty, staff, and students.</p>	<ul style="list-style-type: none"> ● College Director of Diversity time and effort ● DEI committee time and effort ● College Honorifics committee ● College of Architecture and Urban Studies Student Coalition 	<p>Establishment/expansion of college diversity recognitions for faculty, staff, and students</p>	<ul style="list-style-type: none"> ● Faculty award to be presented by Fall 2021. ● Student and staff awards for Fall 2022

Objective/Action Four: Embedding values - Integrating diversity, inclusion, and equity values into the academic mission.

	Action steps	Resources	Measures of success / accountability	Timeline
	Require personal diversity statements from all faculty applicants across the college.	<ul style="list-style-type: none"> ● Search committee time and effort ● CAUS and School HR time and effort ● College Leadership time and effort 	<ul style="list-style-type: none"> ● CAUS Diversity statement policy developed and disseminated. ● Technical assistance document developed and disseminated to everyone involved in hiring faculty 	All new faculty applications will include a required diversity statement by May 2021.
	Expand knowledge of equitable practices in the classroom	<ul style="list-style-type: none"> ● Leadership and administrative time and effort ● Faculty time and effort ● University Diversity Education and Programs 	<ul style="list-style-type: none"> ● A 10% increase in the number of faculty who participate in university inclusive pedagogy training and workshop. 	May 2023
	Create/revise courses to integrate anti-racism, anti-oppression, and inequities into core discussions.	<ul style="list-style-type: none"> ● Funding for continued incentive programs ● Leadership and administrative time and effort ● Faculty time and effort ● University diversity education and programs 	Establishment of annual CAUS Instructional Innovation Challenge grant program	May 2021
	Develop and incorporate a broad CAUS equity and inclusion module to be delivered within First Year Experience Classes	<ul style="list-style-type: none"> ● School DEI Committees time and effort ● CAUS DEI committee time and effort ● University OID 	<ul style="list-style-type: none"> ● Each school develops and delivers an equity and inclusion learning module within their FYE courses. 	All undergraduate programs incorporate equity and inclusion modules in FYE courses by August 2022.

<p>Objective/ Action 4</p> <p>Embedding values - Integrating diversity, inclusion, and equity values into the academic mission.</p>	<p>in each school.</p>	<p>Consultation</p> <ul style="list-style-type: none"> ● College of Architecture and Urban Studies Student Coalition 	<ul style="list-style-type: none"> ● One equity and inclusion lesson plan developed by the college to be incorporated into the FYE courses in schools. 	
	<ul style="list-style-type: none"> ● Clearly articulate college values as they relate to equity and inclusion 	<ul style="list-style-type: none"> ● College and school communications staff time and effort ● College Director of Diversity time and effort ● DEI committee time and effort ● College of Architecture and Urban Studies Student Coalition time and effort 	<ul style="list-style-type: none"> ● Integrate equity and inclusion focused topics into routine media outputs. <p>Dissemination of CAUS D&I values and concepts to faculty, staff, and students.</p>	<p>August 2021</p>
	<p>Require demonstration of equitable and inclusive behaviors and practices on annual faculty activity reporting forms.</p>	<ul style="list-style-type: none"> ● University level time and effort ● Leadership and administrative time and effort ● Faculty time and effort ● New or reallocated funding 	<p>Explicit language related to equitable and inclusive behaviors and teachings included into annual faculty activity reporting</p>	<p>January 2023</p>
	<ul style="list-style-type: none"> ● Implement additional mechanisms for student input related to teaching and course content. 	<ul style="list-style-type: none"> ● University level time and effort ● Leadership and administrative time and effort ● Faculty time and effort 	<ul style="list-style-type: none"> ● Utilization of mid-course survey processes or additional inquiries related to equity and inclusion on individual SPOT evaluations. 	<p>August 2023</p>

References

College of Architecture and Urban Studies Strategic Planning Document. 2020-2024.

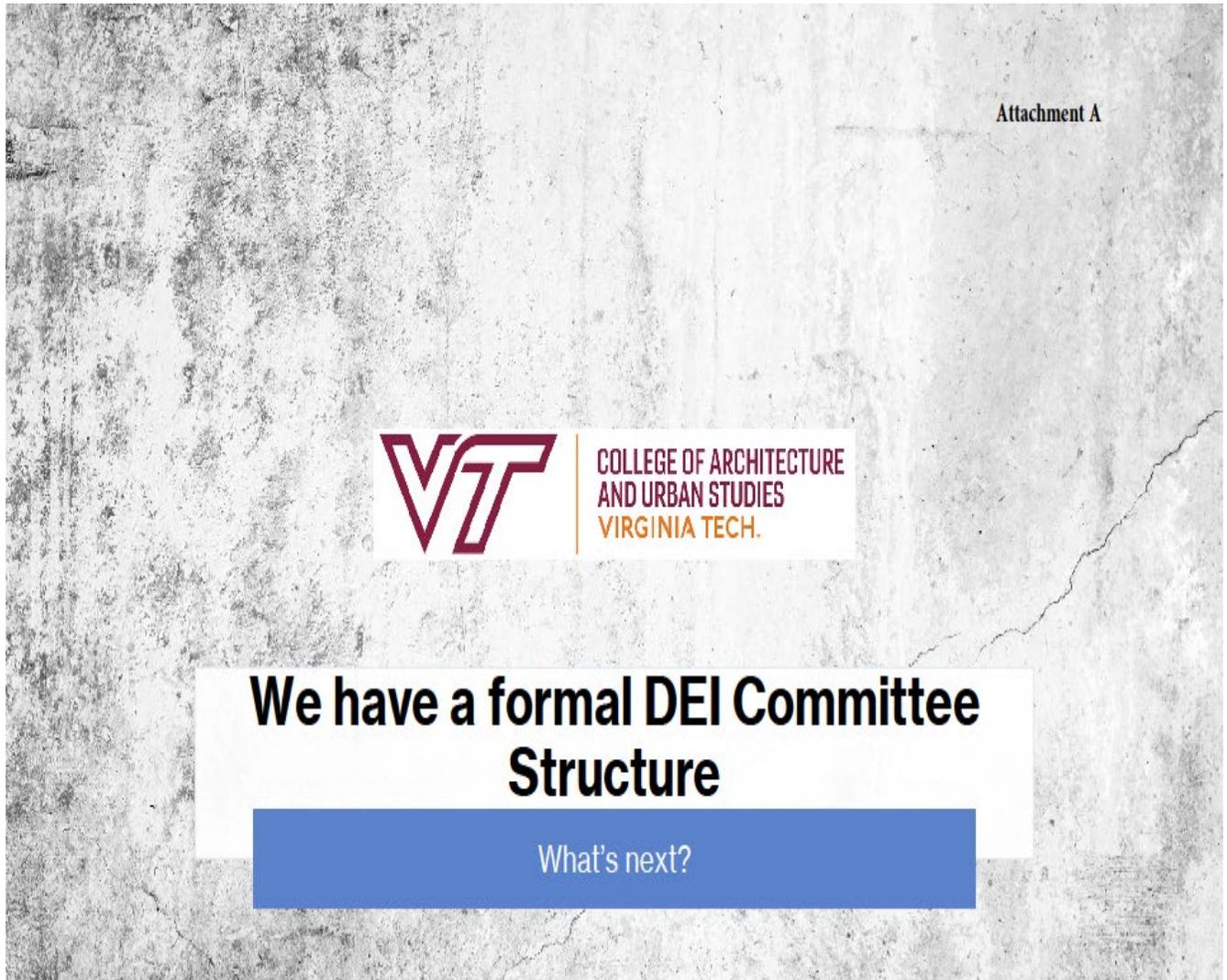
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Attachment A - Committee Structure and Overview

Click to review entire attachment



Attachment B - CAUS Diversity, Equity and Inclusion Committee Charter

Click to review entire attachment



Attachment B

Diversity, Equity, and Inclusion Advisory Committee for Students, Staff and Faculty

Committee Charter

PURPOSE

The Diversity, Equity and Inclusion (DE&I) Advisory Committee for Students, Staff, and Faculty will be a thought-partner to foster open and transparent communication with college senior leadership, working to promote and make progress on strategic priorities related to diversity, equity and inclusion. The committee will promote connections and alignment of needs, priorities and goals of students, staff and faculty across the college, stressing the importance of, and the college's collective commitment to, this work.

MISSION AND RESPONSIBILITIES

1. **The committee functions in an advisory role to college leadership and will focus their efforts on regard to the following identified areas:**
 - a. Building DE&I infrastructure - Institutionalizing structures to promote sustainable transformation
 - b. Increasing college diversity - Increasing faculty, staff, and student diversity
 - c. Building a welcoming environment - Ensuring a welcoming, affirming, safe, and accessible campus climate
 - d. Embedding values - Integrating diversity, inclusion and equity values into the academic mission
2. **The committee has the following broad responsibilities:**
 - a. Makes formal recommendations to the Dean and Director of Diversity on policies, actions and programs that to support and fulfill diversity related commitments by the college.
 - b. Provides routine recommendations and insight to executive staff on issues of culture, climate, equity, inclusion, and diversity in the college.
 - c. Reviews and supports the development of School DEI workplans.
 - d. Facilitates communication of school DEI goals that inform the annual college DEI implementation plan.
 - e. Supports the development of the annual inclusion and equity diversity plan at the college level.
 - f. Advises, recommends and supports strategies for recruitment and retention of a diversified faculty, staff and student body.
 - g. Reviews and supports strategies for integrating diversity into the curriculum.
 - h. Reviews and evaluates diversity related programming and actions in collaboration with the Diversity Director annually.

MEMBERSHIP

1. **Each school director shall nominate the following:**
 - a) 2 faculty (must come from different programs within the school)
 - b) 1 staff (may come from any part of the school)
 - c) 1 student (graduate or undergraduate)
2. **Five members are identified by their role. These members have no terms and are filled by the individual (or designee) who serves in that position within the University.**
 - a) CAUS Director of Diversity, Equity and Inclusion

Attachment C - CAUS Definitions

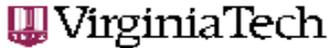
Click to review entire attachment



Attachment D - DEI Director/Office Position Description

[Click to review entire attachment](#)

ATTACHMENT D



College of Architecture
and Urban Studies

Type of Position:

Functional Title: Director of Diversity, Equity and Inclusion

College/VP: College of Architecture and Urban Studies

Type of Appointment:

Appointment period: Calendar Year

The Director of Diversity, Equity and Inclusion is a member of the College of Architecture and Urban Studies executive leadership team.

Position Summary:

The Director of Diversity, Equity and Inclusion (DEI) has primary responsibility for providing strategic leadership and administrative oversight for researching, developing, implementing and maintaining a range of successful practices for supporting a College climate that values and prioritizes diversity, equity and inclusiveness. The Diversity Director is the liaison for CAUS for InclusiveVT, the university's distributed model of diversity and inclusion, and in this capacity connects the college to university-wide opportunities related to transformational institutional change, representational diversity, a welcoming, safe, affirming, and accessible campus climate, and equity across the academic mission. The Director works with the executive team in CAUS to advance the college's diversity strategic plan and uses evidence-based strategies to assist the College in developing efforts in creating and sustaining a culture that embraces and promotes diversity and inclusion in their broadest meanings. Emphasis is placed on the development of long-term strategies and collaborations designed to enhance college climate to increase the recruitment, matriculation, support, retention, and ultimate graduation of underrepresented minority students. This position will interact with constituents across the university, both internal and external, including students, faculty, administrators, state agency executives and officials while leading and facilitating diversity, equity and inclusion efforts.

Infrastructure Development (50%)

- Develops the College's diversity and inclusion strategic plan and supporting documents (e.g., business case, benchmarks, implementation plan, metrics, scoreboard, etc.).
- Leads and assists in developing and executing the strategic direction for the development of the department strategic and operational planning, evaluation, and assessment efforts designed to advance diversity, equity, and inclusion for College success.
- Advise and represent senior leadership on mechanisms to advance organizational change.
- Develops guidance and structure for CAUS and school diversity committees.
- Provides strategic leadership and learning to individual faculty, staff, students, and both academic and administrative leadership departments on promoting employee and student engagement, learning and leadership development, and programming.

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