

Arts & Sciences Action Plan for Diversity and Inclusion

2020 Update

This Plan is a living document that represents the collective effort of the Dean working closely with the A&S Council on Diversity & Inclusion, which includes representation from the Faculty Affairs Committee, the Dean Team, the Spring 2019 Task Force for Diversity & Inclusion, professional staff, graduate and undergraduate students, and faculty from the three main areas. The plan is updated annually and updates are provided in the appendices. All members of the A&S community are welcome to contribute suggestions and comments.

Diversity and Inclusion Mission Statement and Objectives

The Faculty of Arts & Sciences values inclusiveness most highly and believes that diversity is critical to equity and the pursuit of academic excellence. Our goal is to create and promote **an environment in which diversity can thrive**. A diverse faculty, student body, administration, and curriculum together foster learning and enhance excellence. We seek to promote an environment of inclusion and to maintain a safe, nurturing community that is respectful of our differences and what we share in common.

Arts & Sciences defines diversity as encompassing differences in age, cultural identity, ethnicity, gender, faith, neurological make up (neurodiversity), geographic background, military experience (veterans), political and ideological perspectives, race, sexual orientation, disability and social and economic status. We seek to **support diversity in four domains: climate and campus resources; curriculum; faculty recruitment, hiring and retention; student recruitment, retention and support**. We embrace open inquiry and welcome individuals, perspectives, and ideas that reflect the heterogeneity of the United States and the world.

Diversity and Inclusion Action Plan

Climate and Campus Resources:

- In Arts & Sciences we aspire to create and maintain an environment in which diversity and inclusion can thrive.
- The Dean's Office will:
 - Review Department and Program Action Plans in coordination with the Office of Diversity & Inclusion and the Arts & Sciences Diversity Council.
 - Review the results of recent Human Resources climate surveys to determine best next steps.
 - Work with the A& S Diversity Council on strategies for making the climate in Arts & Sciences more inclusive.
 - Seek greater diversity in the membership of committees by working with the FAC and the CCPD to identify untapped candidates for Nominations and Elections and for appointment by the FAC to committees to ensure that these committees reflect the diversity on campus while seeking to avoid a service burden for faculty members who themselves represent diversity.
 - Support professional development opportunities for faculty and staff geared toward increasing cultural awareness.

- Support programming for students that increases the visibility of different cultural perspectives.
- The Dean seeks to make sure that harassing or other counterproductive conduct is addressed and that *all* members of the Arts & Sciences community are aware of reporting/complaint avenues and obligations.

Curriculum:

- General education in Arts & Sciences has traditionally emphasized breadth and depth with a focus on engaged learning through critical thinking, analytical tools, active learning, and opportunities for faculty-student research.
- With the COLL Curriculum general education, Arts & Sciences is enhancing breadth and depth along with a signature capstone experience and a global component involving credit for domestic and international study away and study abroad. We thus aspire to recognize greater cultural and global diversity within the curriculum.
- COLL 350 (formerly COLL 199) as an attribute approved by FAS in April 2018 will expand possibilities for faculty to recognize inclusion and diversity in their courses.
- The Office of the Dean of Arts & Sciences will:
 - Work with the CLA to offer workshops and training for faculty who seek to prepare for teaching courses with the new COLL 350 attribute by addressing inclusion and diversity in their courses.
 - As a complement to that effort, in 2018-19, and continuing in 2019-20, the Dean of Arts & Sciences will offer \$2000 grants, up to a maximum of \$10,000 each year, for departments and programs to bring disciplinary experts to campus to work with faculty on best practices for adding inclusion and diversity to the curriculum. Each program or department that receives a \$2000 grant will be expected to offer two new COLL 100, 150, or 300 courses with the COLL 350 attribute.
- The Dean of Arts & Sciences—working with the Dean for Honors and Interdisciplinary Studies, the Dean for Graduate Studies and Research, the Dean for Undergraduate Studies, and the Dean for Educational Policy—will be responsible for annual assessment of the inclusive breadth of the curriculum, including supporting the development of new content for courses with the COLL 350 attribute.

Faculty Recruitment, Hiring, and Retention:

- The total full-time continuing instructional faculty in Arts & Sciences was 41.8% female and 15.2% faculty of color in the fall of 2019. The percentage of female faculty increased by 2.2 percentage points in the past five years. The percentage of faculty of color increased by 2.8 percentage points in the past five years. The fall 2018 national averages (the most recently available year) in our category of “research university” are about the same for female faculty (42.2%) and below average for faculty of color (24.4%, up from 23.9% in 2017).
- Our goal is to develop more diverse pools according to the definition proposed for existing searches, to review carefully the membership of search committees, and to promulgate broadly each position opening. Since 2015-16, the Dean’s office has expanded resources for search chairs to disseminate open positions more broadly.

- Our goal is to see diverse candidates as the top choice in a pool of candidates for approved searches, not as additional hires.
- The Dean’s Office will take the following actions, particularly for positions for which a placement goal exists:
 - Support search chairs and department chairs/program directors who apply to attend additional meetings or conferences such as the SREB (Southern Regional Educational Board) for recruitment purposes.
 - Support requests for bringing additional candidates to campus for any one search.
 - Respond to requests for funding from departments for invited talks for doctoral candidates who might diversify the faculty in the future.
 - Work with the Provost when specific opportunities arise while maintaining an appropriate balance of faculty across Arts & Sciences.
 - Work with Advancement to secure funds that allow us to pursue unique opportunities to diversify the faculty, through hiring and retention.
- Department Chairs and Program Directors will be responsible for familiarizing themselves with the written affirmative action programs. In order to attract a diverse pool of applicants we recommend that departments and programs craft position requests that reflect a broad perspective on the field, keeping in mind the Arts & Sciences definition of diversity. Chairs and Directors are invited to review how “excellence” as a benchmark should be considered within the broader context of Arts & Sciences as a community of scholar-teachers. The Dean will assess hiring outcomes annually; and will work with Advancement on raising funds for diversifying the faculty.

Student Recruitment, Retention, and Support:

- William & Mary continues to attract first-generation students as well as students from underrepresented groups. In the fall of 2019, 31.7% of A&S undergraduates (up from 30.4% in Fall 2018) and 16.6% of A&S graduate students were students of color (American Indian/Alaska Native; Asian; African American/Black; Hispanic; multi-race). Arts & Sciences will continue to support students through the WM Scholars, WMSURE, Wren Scholars, Monroe Scholars, 1693 Scholars, Sharpe Scholars, and PLUS (Prepared for Life as a University Student), PLUS-S (Prepared for Life as a University Student in the Sciences) programs and the Office of Academic Advising.
- Through enhanced Academic Advising, Arts & Sciences aspires to provide the best support possible for all of our students and to partner with Student Affairs in these efforts.
- Together with the Roy R. Charles Center for Academic Excellence Arts & Sciences also aspires to provide sustained support for these programs and for the faculty chairs of Community Studies Faculty Fellows initiative, the Sharpe Professorship and the Sharpe Community Scholars Program.
- In 2017-18, the Dean’s office initiated annual increases in funding for WMSURE to complement funding from a five year Mellon grant for the expansion of the program. A&S will need to work with the Provost’s office to sustain the high quality of this

program when, beginning in 2022, it is no longer funded by the grant.

- To make learning and academic success more inclusive, Arts & Sciences will:
 - Continue to implement the 2016 Quality Enhancement Plan for “making excellence inclusive,” which focuses on high-impact projects for all undergraduate students, as well as enhanced emphasis on first-generation students. The Dean for Interdisciplinary studies/Director of the Charles Center and the Dean for Educational Policy are responsible for overseeing the progress, implementation, and assessment of the QEP
 - Work with Advancement to solicit expanded funding for Diversity Recruitment Graduate Fellowships.

2018 Appendix

1. Goals and priorities met in 2017-18:

- Climate & Campus Resources:
 - The Dean reminded FAC and CCPD of the importance of identifying untapped colleagues for appointed and elected committee service to ensure committees are as diverse as possible while, simultaneously, remaining mindful not to put too much of a service burden on faculty members who themselves represent diversity.
 - The Dean invited members of the Race & Race Relations Task Force Subcommittee on the Curriculum, the CLA, and the co-signers of the dissenting letter against COLL 350 (then COLL 199) (prior to FAS approval) to an AAC&U webinar on “A Vision for Equity: Campus-Based Strategies for Committing to Equity and Inclusive Excellence” on 19 April 2018.
- The Dean’s office sent two faculty colleagues to the annual meeting in New Orleans, November 17-18, of the NYU Faculty Resource Network and received an oral report upon their return. A take-away from the FRN meeting in New Orleans was the importance of asking students for feedback and to think about a syllabus as “always a draft.”
 - The Dean’s office invited Deputy Chief Diversity Officer Dania Matos to facilitate a training in inclusive thinking for the Dean Team retreat, 27-28 July 2017.
- Curriculum:
 - The visit of AAC&U Vice President Tia Brown McNair to conduct a workshop on “Why Inclusion Matters: Finding Common Ground” was planned for 6 February 2018 then rescheduled for 19 September 2018.
 - The Dean’s office worked with the Race & Race Relations Task Force Subcommittee on the curriculum and with the FAC on planning the motion for the proposed new course on social equity, COLL 350 (then COLL 199), which was approved by FAS on 3 April 2018.
- Faculty Recruitment, Hiring, and Retention:

- The Dean’s office continues to encourage searching for diverse candidates.
 - Two new faculty were hired this year with the support of the Provost’s Diversity Initiative. Other faculty of diverse backgrounds were hired through the regular search process.
 - The Dean’s office provided funding for bringing an additional candidate to campus for one search that resulted in a hire using the Provost’s Diversity Initiative.
 - The Dean reminded CCPD and FAC of Dean’s office support for additional recruitment opportunities such as attendance at the SREB conference by search chairs.
- Student Recruitment, Retention, and Support:
 - The Dean’s office secured a five-year grant for \$800,000 from the Mellon Foundation to expand the WMSURE program dedicated to supporting academically distinguished students who have overcome unusual adversity and/or are members of underrepresented groups who contribute to campus diversity by adding five faculty Fellows a year, each of whom works with three students.
 - The Dean’s office provided first-time base-funding for WMSURE.
 - The Dean’s office supported progress with the Quality Enhancement Plan (QEP) for “making excellence inclusive” by expanding inventory of “High Impact Practices” (HIP)-eligible courses from across the A&S curriculum, that involve examining the effectiveness of these courses through the COLL 400 capstone experience.
2. Process of engagement: The Dean consults with the Office of Diversity & Inclusion, the Compliance & Equity Office, the A&S Diversity Council, the FAC, CCPD, and the Dean Team.
 3. Best practices: Feedback from as many sources as possible.
 4. Challenges: Determining how best to support faculty who want to teach courses that address equity and social justice. Also determining when actions become routine and may be removed from the plan.
 5. Examples of positive outcomes: Increased faculty engagement in inclusion through the development of actions plans across all A&S academic majors and minors.

2019Appendix

1. Goals and priorities met in 2018-19:
 - Climate & Campus Resources:
 - The Dean reminded FAC and CCPD of the importance of identifying untapped colleagues for appointed and elected committee service to ensure committees are as diverse as possible while, simultaneously, remaining

mindful not to put too much of a service burden on faculty members who themselves represent diversity.

- The Dean appointed an A&S Task Force on Diversity, Inclusion & Equity in December 2018 for a spring semester effort to deliver recommendations on “concrete, achievable, and measurable goals.”
- The Charles Center and the Dean’s office together have allocated one third of the funding provided for Community of Scholars funding to faculty projects that foreground diversity. Ten faculty benefited from these allocations.
- Curriculum:
 - The visit of AAC&U Vice President Tia Brown McNair conducted a workshop on “Why Inclusion Matters: Finding Common Ground” on 19 September 2018 and met with members of what was then identified as the COLL 199 Ad Hoc Committee.
 - The Dean worked with the FAC to appoint an Ad Hoc Committee for COLL 199 after FAS voted to add this new attribute to the COLL Curriculum in the spring semester 2018.
 - The Dean charged a one-semester Task Force on Diversity & Inclusion to propose “concrete, measurable, and achievable goals.”
 - The Dean brought back Tia Brown McNair with Pat Lowrie from the AAC&U to provide an assessment of Diversity & Inclusion work in Arts & Sciences and provide feedback in a report by Pat Lowrie.
 - The Dean sent Dean for Educational Policy John Donahue, Director of the CLA Chris Nemacheck, CLA Fellows Kristin Wustholz and John Parman, and Director of Communications Steve Otto to the March 2019 meeting of the AAC&U focused on teaching diversity & inclusion in preparation for the implementation of COLL 350 (then COLL 199).
- Faculty Recruitment, Hiring, and Retention:
 - The Dean’s office continues to encourage searching for diverse candidates.
 - The Dean’s office specifically encourages departments and programs to word position authorization requests and position descriptions in advertisements for positions in such a way as to attract a diverse pool of candidates.
 - An inventory of the position descriptions posted in 2018-19 shows there have been re-configured positions to highlight emerging or previously overlooked subject areas, indicating a curricular shift. In the area of preferred qualifications, some departments/programs have added a statement preferencing “demonstrable interest in engaging diverse people and perspectives.” Along with the usual CV, cover letter, and teaching and research statements, some departments and programs are requesting an additional statement describing previous professional experience or future plans (or both) that demonstrate a commitment to diversity and inclusion.
 - The Dean publicized the visit of SREB Scholars to campus in IGNITE in March 2019 and encouraged Chairs and Program Directors to attend the job talks as a way of possibly recruiting new candidates for positions.
 - The Dean and the Dean for Graduate Studies & Research worked with the

Director of Diversity & Inclusion to plan to identify three incoming graduate students in A&S doctoral programs as SREB Scholars, with funding provided by the programs, the Office of Graduate Studies & Research, and the Dean's office. We hope this program will attract a more diverse pool of PhD candidates and go into effect in the Fall of 2020.

- Student Recruitment, Retention, and Support:
 - The Dean's office supports the university's efforts to increase diversity in our student population at the graduate and undergraduate levels.
 - CCPD invited students of color to talk to Chairs and Directors about their experiences in class and asked for A&S administrative leaders to play a role in changing problematic faculty behaviors.
 - The Office of Academic Advising now taps a wider range of faculty advisers through the imposition of a departmental quota system. They have a new algorithm for matching advisors to advisees that creates greater compatibility between them. Staff advisors in the OAA themselves come from diverse backgrounds with regard to race and veteran and first-generation status.
- 2. Process of engagement: The Dean consults with the Office of Diversity & Inclusion, the Compliance & Equity Office, the A&S Diversity Council, the FAC, CCPD, and the Dean Team.
- 3. Best practices: Feedback from as many sources as possible.
- 4. Challenges: Determining when actions become routine and may be removed from the plan. Planning for implementation of COLL 199 Ad Hoc Committee recommendations.
- 5. Examples of positive outcomes: Faculty engagement with COLL 350 (then COLL 199) and with Action Planning. Improved job descriptions.

2020Appendix

1. Goals and priorities met in 2019-20:

- Climate and Campus Resources:
 - The Dean reminded FAC and CCPD of the importance of identifying untapped colleagues for appointed and elected committee service to ensure committees are as diverse as possible while, simultaneously, remaining mindful not to put too much of a service burden on faculty members who themselves represent diversity.
 - The Dean appointed a search committee to lead the search for the inaugural Director of Diversity & Inclusion for Arts & Sciences. When that search failed, the Dean reappointed the committee to lead a search in the fall semester for the inaugural Associate Dean for Diversity & Inclusion for Arts & Sciences. The position will be for a faculty member with tenure in A&S for five years, renewable.

- The Dean submitted an update in response to the report from the A&S Task Force on Diversity, Inclusion & Equity. The entire report with the Dean's response is on the W&M website here: <https://www.wm.edu/as/dean/diversity-initiatives/task-force/task-force-summary-report-august2019.pdf>
 - As part of the response to the Task Force recommendations, the Dean asked the FAC to create a new standing committee for Diversity, Equity & Inclusion. The FAC created the committee and successfully amended the By-Laws of the Faculty of Arts & Sciences to include this new standing committee at the 7 April 2020 FAS meeting.
 - The Charles Center and the Dean's office allocated part of the Community of Scholars funding to faculty projects that foreground diversity.
 - The Dean offered \$3,000 in support of the 2020 Lemon Project Symposium.
 - The Dean's office offered \$10,000 and the Dean for Graduate Studies and Research offered \$24,000 plus many hours of administrative support for the 2019 Association for the Study of the Worldwide African Diaspora (ASWAD) meeting held at William & Mary in November 2019. The A&S Dean's office proposed an additional \$18,000 grant to the Sumner Rand Foundation, which funded events related to the arts throughout the conference.
 - Through the A&S Annual Fund, the Dean's office was able to support four additional activities that promoted diversity and inclusion:
 - A workshop for STEM faculty on strategies for creating more inclusive classrooms;
 - A Bridge Program with Neurodiversity;
 - Funding for students to attend and present at the annual meeting of the National Organization for the Advancement of Black Chemists and Chemical Engineers;
 - Funding for three faculty to attend Inside-Out Institute diversity training.
 - The Dean and the Executive Director for Development for A&S distributed the new handout created in the summer of 2019 to promote Arts & Sciences programs that support diversity & inclusion including WMSURE, the Bosworth Initiative, the CLA, and the A&S Annual Fund to every donor with whom they met.
 - At the suggestion of the A&S Council for Diversity & Inclusion, the Dean urged chairs and directors in CCPD at the April 2nd meeting to include staff members in remote department/program meetings to make sure they are part of the department/program community during the COVID-19 pandemic stay-at-home environment.
- Curriculum:
 - The Working Group on COLL 199 submitted a comprehensive report with recommendations to the Faculty of Arts & Sciences on 3 September, 2019.
 - The Faculty of Arts & Sciences passed a motion from the EPC on 5 November 2019 to approve the change in designation to COLL 350 from COLL 199 and the name of the course to Difference, Equity, and Justice.
 - The Dean of Graduate Studies & Research covered the registration fees for

A&S graduate students who attended or presented at the ASWAD conference in November 2019.

- The Dean's office offered \$2,000 in funding in support of the Chemistry Department's invitation to Professor Jim Swartz from Grinnell College to visit William & Mary to discuss how faculty can improve course outcomes and retention of underrepresented students in STEM.
 - On January 24th, the Dean's office, with support from the A&S Annual Fund, hosted Tommy Orange, author of the award-winning Common Book, *There, There* (2018), in a public Q&A with Director of the Native Studies minor in Anthropology Danielle Moretti-Langholz.
 - The Dean offered \$10,000 in funding from the Arts & Sciences Annual Fund for the CLA's workshop with Dr. Claude Steele on January 31st on strategies for successful implementation of COLL 350 course on Difference, Equity, and Justice.
- Faculty Recruitment, Hiring, and Retention:
 - The Dean's office continues to encourage searching for diverse candidates.
 - The Dean's office encourages departments and programs to word position authorization requests and position descriptions in advertisements in such a way as to attract a diverse pool of candidates.
 - The Dean shared data provided by the Office of Institutional Research about doctoral candidates of color in doctoral programs across the United States in a broad spectrum of disciplines with CCPD as a tool for targeted recruitment.
 - The Dean's office encourages departments and programs to request statements showing a commitment to diversity & inclusion from all candidates.
 - The Dean for Graduate Studies & Research is working with the Dean and the Chief Diversity Officer on creating A&S SREB Scholars for the graduate programs in A&S.
 - The Dean appointed a Working Group on Pre-docs to investigate whether a pre-doc program could be a productive way to diversify the intellectual community in A&S. The Working Group's report, submitted in April 2020, recommends focusing on recruiting post-docs for this purpose.
 - Student Recruitment, Retention, and Support:
 - The Dean's office supports the university's efforts to increase diversity in our student population at the graduate and undergraduate levels.
 - The Office of Academic Advising reaches out to students from all backgrounds, including veterans and first-generation students.
2. Process of engagement: The Dean consults with the Office of Diversity & Inclusion, the Office of Compliance & Equity, the A&S Council on Diversity & Inclusion, the FAC, CCPD, and the Dean Team.
 3. Best practices: Feedback from as many sources as possible.
 4. Challenges: Planning the implementation of COLL 350 with more pilots and likely

delayed launch with the COVID-19 pandemic as of mid-March 2020.

5. Examples of positive outcomes:

- In mid-April the Dean of Undergraduate Students asked all A&S faculty to submit CARE reports about any students who they thought had disengaged from their classes after the transition to remote learning as a result of the pandemic. Senior Associate Dean of Students reported that a total of 345 students were identified but only 35 had multiple CARE reports. Staff in the Dean of Students Office reached out to these students.
- WMSURE held weekly virtual workshops throughout the Spring semester. In March and April topics included: Graduate and Professional School, Life Outside Academics, Presenting Research, Bouncing Back, and Preparing for the Summer. Six new WMSURE Faculty Fellows were appointed, three in A&S, and a total of three in each of these schools: Business, Law and Education. The Fellows will supervise the research projects of WM Scholars throughout the summer. Their mentoring has been crucial as students began to revise their projects to adapt to the constraints of the pandemic.