

Our Work Toward Becoming an Antiracist Institution: Timeline and Metrics

Goal	Initiatives to meet goal	Party accountable	Timeline	Metrics
<p>Make diversity and inclusion central to college leadership</p>	<p>Hire diversity and inclusion (D&I) experts in Academics, Student Life, Human Resources</p> <p>Measurable diversity, inclusion, and equity goals for each Cabinet member/division</p> <p>Create Antiracism Plan Oversight Committee of faculty, staff, students, president, and ex-officio members to include CCSGA VP of Inclusion, faculty and staff co-chairs of Diversity and Equity Advisory Board, and the three new D&I leadership team members</p>	<p>President, Cabinet, and Extended Leadership Team, including associate vice president of human resources.</p>	<p>Begin national searches 2019-20 academic year, hires in place by Summer 2020</p> <p>Divisional/Cabinet members' goals established 2019-20, will be included in Spring 2020 evaluations</p> <p>Antiracism Plan Oversight Committee will be created in Spring 2020, begin progress reports in Block 5 2020.</p>	<p>Three diverse hires with expertise in diversity and inclusion in higher education</p> <p>Measurable progress in Cabinet members' divisional goals</p> <p>Antiracism Plan Oversight Committee to provide annual progress report to Board of Trustees</p>
<p>Establish antiracism, equity, and inclusion as foundational to our community expectations</p>	<p>Review and update policies and procedures</p> <p>Review and revise college mission and core values</p>	<p>Board of Trustees, president, provost, dean of the faculty, vice president for Student Life/dean of students, associate vice president for institutional planning & effectiveness, and D&I leadership team. Vice president for communications, D&I leadership team, and Antiracism Plan Oversight Committee to lead work on mission and core values.</p>	<p>Five to seven policies to be reviewed monthly. Completed by end of 2020-21 academic year</p> <p>Mission and values community feedback and alumni engagement to occur 2020-21, completed by end of 2020-21 academic year</p>	<p>Updated policies and procedures</p> <p>Mission and core values reflect antiracism priorities</p>
<p>Invest in student antiracism resources and efforts</p>	<p>On-campus internships, summer research, service, student employment, grants for students working on antiracism initiative</p>	<p>Board of Trustees, president, provost, vice president for student life/dean of students, vice provost, and senior associate dean of students</p>	<p>Framework established 2019-20 academic year, implementation during 2020-21 academic year</p>	<p>Increased student engagement</p> <p>Student satisfaction/feedback</p>

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	<p>Training of student groups to ensure equitable allocation of funds</p> <p>Re-assess Butler Center (re-allocation of resources, clarify expectations)</p>	(new D&I leadership team member)		
Support and engage all faculty and staff in antiracism work	Provide incentives for mentorship (tenure, promotion); train faculty and staff in antiracism work; revamp Crown Center	Board of Trustees, president, provost, dean of the faculty, Faculty Executive Committee, Human Resources, and Staff Council will oversee this work in their respective areas in 2019-20; the new dean for diversity and inclusion, and the new Human Resources diversity and inclusion leader will assume responsibility in 2020-21.	Framework will be established in 2019-20 academic year; in 2020-21 and thereafter, faculty and staff will participate in ongoing training.	<p>Faculty mentorship of student projects/groups</p> <p>Faculty and staff participation in ongoing trainings</p> <p>Measurable D&I goals in all employees' evaluations</p>
Make antiracism a central value in CC's academic and co-curricular programs	Curriculum and co-curricular review	Board of Trustees; president; provost; dean of the faculty; vice provost; vice president for student life/dean of students; dean for diversity and inclusion; Curriculum Executive Committee	Preparation during 2019-20 academic year; reviews to begin 2020-21	All departments prepared for review by end of 2019-20 academic year
Increase compositional diversity of CC community	<p>Increase student diversity: Programs including Colorado Pledge, Stroud Scholars</p> <p>Increase faculty diversity: Develop search processes that reduce implicit bias, professional development and community resources for faculty of color, recruit tenured faculty from under-represented groups</p>	<p>Student diversity: Board of Trustees, president, vice president for enrollment, vice president for advancement.</p> <p>Faculty diversity: Board of Trustees, president, provost, dean of the faculty.</p> <p>Staff diversity: Board of Trustees, president, senior vice president for finance and administration, associate vice</p>	<p>Board SPT formed in Fall 2019 to identify goals for size and composition of student body, faculty, and staff.</p> <p>Stroud Scholars to launch in 2020-21.</p>	<p>Composition of student body should mirror that of Colorado/ U.S. college-going population (or another metric as decided by Board of Trustees)</p> <p>Student of color retention</p> <p>Faculty diversity measured against peer institutions and leading national diversity experts</p>

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	<p>Increase shorter-term teacher-scholar visits, host D&I fellows</p> <p>Increase staff diversity: Adopt hiring practices that make diverse hiring a priority and minimize implicit bias</p> <p>Increase diversity of Board of Trustees, alumni, and parent groups</p> <p>Develop retention initiatives to support faculty and staff of color, including program to build community with other professionals of color in Colorado Springs</p>	<p>president for Human Resources, and new D&I leader for Human Resources.</p> <p>Board of Trustees and Alumni Association Council diversity: Board of Trustees, vice president for advancement, and director of alumni and family relations</p>		
<p>Make antiracism central to CC's communication</p>	<p>Training for Office of Communications and other campus communicators</p> <p>Audit of communications on diversity, inclusion, antiracism, campus discourse. Examination of communications policies, practices, procedures, channels.</p> <p>Antiracism initiative to become a central theme of communications, including goals, transformative experiences, celebrating achievements and contributions of community members from marginalized groups.</p>	<p>Board of Trustees, president, vice president for communications, vice president for enrollment, vice president for advancement, director of alumni and family relations</p>	<p>Training to begin 2019-20 academic year</p> <p>Audit to be completed by end of 2019-20 academic year</p> <p>Antiracism as a central communications theme to begin 2019-2020 academic year</p> <p>Strategic communications plan completed by end of 2019-20 academic year</p>	<p>Number of trainings and participants</p> <p>Completed audit and action plan</p> <p>Admission and other major communications tell story of initiative and transformational opportunities</p> <p>Finalized strategic communications plan</p>

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	Antiracism strategic communications plan to outline college's antiracism goals, build shared understanding and support, keep stakeholders informed			
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