

Strategic Plan for Faculty Diversity, Equity, and Inclusivity

As part of the academic mission of The University of Texas at Austin, we are committed to recruiting, employing, and supporting highly-qualified faculty members with a wide range of backgrounds, ideas, and viewpoints. The institution embraces diversity, equity, and inclusivity in many forms. We are dedicated to the principle that individuals be respected, equitably included, and enjoy equitable access to opportunities, regardless of their race, ethnicity, nationality, religious background, sexual orientation, gender identity and expression, disability, or marital, parental, age, veteran, health history, socioeconomic, or citizenship status. This is critical for the education, employment, advancement, compensation, recognition, and satisfaction of all individuals in our communities. Accordingly, we endeavor to pursue excellence in our mission to create a diverse, equitable, and inclusive “University of the First Class.”

UT Austin seeks to improve its inclusive environment of teaching, research, and service in which all can learn from one another, productively interact, and share in the benefits of learning and working at a diverse university. This strategic plan lays out a number of objectives and prioritized actions to be taken by our colleges and schools (CSs) over the next four years to meet these goals for faculty diversity, equity, and inclusivity.

Acknowledgments

The Office of the Executive Vice President and Provost would like to thank and acknowledge the contributions, research, and commitment from a number of units and partners. Their work has ensured that throughout this strategic plan we remain focused on including groups and identities that have historically been excluded and underrepresented. The issues and concerns these groups have raised warrant our collective commitment to examine them further. The university is deeply grateful for their continuous attention to the critical details and nuances needed to provide a truly comprehensive and inclusive strategic plan that addresses the concerns they have raised.

- **Council for Racial and Ethnic Equity and Diversity**
- **University Faculty Gender Equity Council**
- **Council for LGBTQ+ Access, Equity, and Inclusion**
- **Independent Equity Committee**
- **Student Advisory Committee for Diversity**
- **The Coalition of College and School Diversity Officers**

Strategic Objectives

p04-08 OBJECTIVE 1: ATTRACT, RECRUIT, AND EMPLOY A DIVERSE FACULTY

The primary objective of the strategic plan is to attract, recruit, and employ a diverse faculty.

p09-11 OBJECTIVE 2: RETAIN, DEVELOP, AND PROMOTE A DIVERSE FACULTY

A closely related objective is to retain, develop, and promote the professional advancement and well-being of all of our faculty members who are already here. The diversity plan must recognize that it is not enough to simply hire faculty members who contribute to a diverse faculty, but that it is equally important to retain and promote them.

p12-16 OBJECTIVE 3: ESTABLISH AN EQUITABLE AND INCLUSIVE CLIMATE

UT Austin is a premier institution of higher education that recognizes the benefits of diversity, equity, and inclusivity in which difference stimulates and generates excellence. Such excellence in faculty diversity is sustainable only if every individual and their differences are welcomed, respected, and treated equitably.

p17-21 OBJECTIVE 4: SUPPORT INNOVATIVE AND DIVERSE SCHOLARSHIP, TEACHING, AND SERVICE

UT Austin recognizes that the imperative of faculty diversity is not the mere presence of different identities but includes different knowledges, positionalities, and experiences. Hence, the benefits of faculty diversity are realized if the multiplicity of perspectives and scholarship that faculty bring to the campus are embraced, supported, and rewarded. These perspectives offer UT the chance to be a leader in many exciting new areas of scholarship and to use the knowledge we gain to enrich the educational experience of our students. Public recognition of the diversity of our faculty and the embrace of diverse scholarship, teaching, and service enhances the reputation of UT Austin as an inclusive institution of intellectual excellence and scholarly innovation.

OBJECTIVE 1

Attract, Recruit, and Employ a Diverse Faculty

The primary objective of the strategic plan is to attract, recruit, and employ a diverse faculty.

PRIORITY 1

Establish and implement procedural norms and policies that represent best practices for faculty hiring at the university and enhance institutional diversity, equity, and inclusion. In this manner, we will strengthen regular faculty hiring processes by increasing the yields of diverse faculty through refinements in our hiring processes. Our goal at the end of the four-year plan is for all faculty searches to comply with these policies.

PRIORITY 2

Implement centrally-funded special faculty hiring programs with diversity-related skills as a principal or important criterion. Merely belonging to a particular racial group or having some other immutable characteristic does not qualify as a diversity-related skill.

Overview

Objective 1 *Attract, Recruit, and Employ a Diverse Faculty*

PRIORITY 1

Establish and implement procedural norms and policies that represent best practices for faculty hiring at the university and enhance institutional diversity, equity, and inclusion. In this manner, we will strengthen regular faculty hiring processes by increasing the yields of diverse faculty through refinements in our hiring processes. Our goal at the end of the four-year plan is for all faculty searches to comply with these policies.

OBJECTIVE 1 PRIORITY 1	ACTIONS	COMPLETION TARGETS	RESPONSIBILITIES
	<p>ACTION A Working with the subcommittee of deans, develop and adopt policies and procedures across all colleges and schools (CS)</p>	<p>AY 2020/21 Principles adopted by all CSs; support materials and audit functions developed.</p> <p>AY 2021/22 Principles implemented as part of all searches.</p>	<ul style="list-style-type: none"> The Provost's Office will work with the deans and CS diversity officers to implement these actions for all authorized faculty searches. In support of these actions, the Provost's Office will: <ul style="list-style-type: none"> Provide CS's with support and assistance with pool research. This will include institutional membership in service that provides enhanced pool support¹. Provide assistance/consultation with advertising outlets. Provide training on evaluation of demonstrated skill in promoting or achieving diversity, equity, and inclusivity in teaching, service, or research within applicant portfolios. Further refine the search committee training and assist the CS with personnel and resources for CS-based search committee trainings.
<p>ACTION B All members of faculty search committees must participate in diverse hiring training.</p>	<p>AY 2020/21 Training platforms are developed and all chairs of search committees are required to participate in training.</p> <p>AY 2021/22 All members of search committees participate in training as a requirement of their committee membership.</p>	<p>The Provost's Office will provide support for the production and updating of training resources. Deans, CS diversity officers, and department chairs are responsible to ensure that all members of faculty search committees are trained.</p>	

¹e.g. The National Registry of Diverse & Strategic Faculty, Prism, Higher Education Recruitment Consortium

Actions *(detail)*

Objective 1 *Attract, Recruit, and Employ a Diverse Faculty (continued)*

PRIORITY 1

Establish and implement procedural norms and policies that represent best practices for faculty hiring at the university and enhance institutional diversity, equity, and inclusion. In this manner, we will strengthen regular faculty hiring processes by increasing the yields of diverse faculty through refinements in our hiring processes. Our goal at the end of the four-year plan is for all faculty searches to comply with these policies.

ACTION A

Working with the subcommittee of deans, develop and adopt policies and procedures across all colleges and schools regarding the following:

- All CSs' strategic hiring and recruitment plans should support the university-wide objective of increasing faculty diversity to levels that adequately support the university's undergraduate and graduate student pedagogical mission. However, CSs cannot use quotas and must avoid making employment decisions on the basis of race, color, religion, sex, national origin, age, or any other impermissible basis.
- All individual faculty searches should be mindful of the diversity plans and goals in the CS's strategic hiring plan.
- CSs will frame the disciplinary scope of each faculty search as broadly as possible to attract a broad pool of diverse candidates.
- CSs will include applicant experience or demonstrated skill in promoting or achieving diversity, equity, and inclusivity in teaching, service, or research, as a desired skill set. Merely belonging to a particular racial group or having any other immutable characteristic does not qualify as having a diversity-related skill.
 - This skill or experience with diversity, equity, and inclusivity work will be stipulated in each job posting as a desired characteristic.
 - Applicants should address any past contributions pertaining to diversity, equity, and inclusivity, as well as any plans for future contributions, in their application materials. Deans may choose to have their CSs, or to allow individual departments, to seek this information in the form of a separate statement, to be evaluated after screening candidates for qualifications related to their academic specialty. Such skills and contributions will not be required to advance in the hiring process, but will be positively considered. Expertise in the underlying area is also the predominate factor in candidate consideration.
- Each search will be advertised in various venues to attract a diverse group of potential candidates, including potential candidates from historically underrepresented groups. The Provost's Office will support this effort through its *Faculty Recruitment Diversity Initiative*.
- CS leadership (e.g., dean or CS diversity officer) will monitor the pool of applicants for each faculty position for diversity as the search proceeds and may require expansion of searches when such pools are not sufficiently diverse.
- CSs will report to the Provost's Office on the methods they employed to recruit and review a diverse applicant pool.
- Each search will actively solicit applicants for purposes of enhancing the diversity of the candidate pool.
 - Pool research will be implemented for each search.
- Each CS must have a diversity officer whose responsibilities include oversight of faculty diversity, equity, and inclusivity.
 - Each diversity officer is responsible for collaborating with the Provost's Office in leading Search Committee trainings and training the trainers in their respective CSs.

ACTION B

All members of faculty search committees must participate in diverse hiring training.

Each year, UT Austin conducts 60-80 faculty searches. The Provost's Office will formulate, update, and provide content for faculty search committee workshops (train-the-trainer and web-based options). With the support of the Provost's Office, each CS will conduct workshops and train search committee members on equitable and inclusive search techniques, policies, and protocols.

Overview

Objective 1 *Attract, Recruit, and Employ a Diverse Faculty* (continued)

PRIORITY 2

Implement centrally-funded special faculty hiring programs with diversity-related skills as a principal or important criterion. Merely belonging to a particular racial group or having some other immutable characteristic does not qualify as a diversity-related skill.

OBJECTIVE 1 PRIORITY 2	ACTIONS	COMPLETION TARGETS	RESPONSIBILITIES
	<p>ACTION A Implement and publicize Provost's Faculty Recruitment and Hiring Program (PFRHP)</p>	<p>AY 2020/21 – AY 2023/24 Dedicate approximately \$750,000 per year to cover base salary of about 5 faculty members (@ \$150,000 base salary per) contributing to the community of faculty with skills and experience supporting diversity, equity, and inclusion.</p> <p>AY 2023/24 Conduct assessment and allocate additional funding.</p>	<p>The Provost's Office will work with the deans to clarify the procedures for this program and for obtaining approval for PFRHP hires.</p>
<p>ACTION B Funds will be made available to support the hiring committees for faculty hiring that emphasizes diversity skills and engagement in diversity activities.</p>	<p>These support funds are already available.</p>	<p>The Provost's Office, deans, and department chairs.</p>	

Actions *(detail)*

Objective 1 *Attract, Recruit, and Employ a Diverse Faculty (continued)*

PRIORITY 2

Implement centrally-funded special faculty hiring programs with diversity-related skills as a principal or important criterion. Merely belonging to a particular racial group or having some other immutable characteristic does not qualify as a diversity-related skill.

ACTION A

Implement Provost's Faculty Recruitment and Hiring Program (PFRHP)

- A PFRHP hire is possible when — considering as a whole all of the candidate's many qualifications and anticipated contributions to the UT Austin community — a CS determines the candidate satisfies the usual high academic and intellectual standards for membership in UT Austin's faculty body in a discipline of need or interest to the university, and the candidate has the skills or experience to advance the university's mission-driven goals of diversity, equity, and inclusiveness. Merely belonging to a particular racial group or having any other immutable characteristic does not qualify as a diversity-related skill, and hiring decisions cannot be based on a person's race, color, religion, sex, national origin, age, or any other impermissible basis. Hires will be awarded only to CSs that have demonstrated a sustained programmatic commitment to diversity, equity, and inclusiveness in general and particularly in their hiring efforts and have a mentoring and support program in place to support scholars recruited through the PFRHP.
- Publicize the Provost's Faculty Recruitment and Hiring Program
 - Invest \$3 million over four years to supporting recruitment and hiring of faculty whose qualifications allow them to contribute to diversity, equity, and inclusion. (Funding will be revisited after the initial funding level has been exhausted.) \$3 million over four years to supporting recruitment and hiring of faculty contributing to diversity, equity, and inclusion. (Funding will be revisited after the initial funding level has been exhausted.)

ACTION B

Funds will be made available to support the hiring committees for faculty hiring that emphasizes diversity skills and engagement in diversity activities.

- Position Advertising Funds to support advertising in diverse venues.
- Finalist Funds for additional faculty search finalists who possesses skills or experience that advance diversity

OBJECTIVE 2

Retain, Develop, and Promote a Diverse Faculty

A closely related objective is to retain, develop, and promote the professional advancement and well-being of all of our faculty members who are already here. The diversity plan must recognize that it is not enough to simply hire faculty members who contribute to a diverse faculty, but that it is equally important to retain and promote them.

PRIORITY 1

Working with the subcommittee of deans to establish mechanisms for assessing contributions the university community through teaching, service, and research including as a part of the merit and promotion process for tenured, tenure track, and non-tenure track faculty. Such contributions may be in the areas of diversity, equity, and inclusion.

PRIORITY 2

Establish formal cross-disciplinary faculty mentoring programs. Every CS will establish formal (intentional, comprehensive, and benchmarked) faculty mentoring programs and make them available to all tenure-track and associate professors. The objective of these programs is to facilitate the transition from assistant to associate professor and from associate to full professor. These transitions have often been problematic for historically underrepresented faculty members.

Overview

Objective 2 Retain, Develop, and Promote a Diverse Faculty

PRIORITY 1

Working with the subcommittee of deans to establish mechanisms for assessing contributions the university community through teaching, service, and research including as a part of the merit and promotion process for tenured, tenure track, and non-tenure track faculty. Such contributions may be in the areas of diversity, equity, and inclusion.

OBJECTIVE 2 PRIORITY 1	ACTIONS	COMPLETION TARGETS	RESPONSIBILITIES
	<ul style="list-style-type: none"> Contributions to the university community through teaching, service, or research will be a positive factor for faculty merit and promotion considerations. However, such contributions are not required and promotion or other employment decisions cannot be based on a person's race, color, religion, sex, national origin, age, or any other impermissible basis. Each CS will develop mechanisms for evaluating faculty contributions to diversity, equity, and inclusion in their units for considerations of merit and promotion. A faculty service award including service that enhances diversity, equity, and inclusion will be established. Deans should consult with diversity officers before creating dean's letters for promotion. The Vice Provost for Diversity will provide advice to the President during the proceedings of the presidential promotion committee. They will be asked to join the discussion, along with deans, when an expert assessment of contributions to diversity and inclusion is needed. They will be given access to promotion materials for this purpose. 	<p>AY 2019/20 University-wide service award established.</p> <p>AY 2021/22 Develop workshops and other resources for training in writing about and evaluating contributions to diversity. Begin the training of academic personnel in writing about and evaluating these contributions.</p> <p>AY 2022/23 CSs will implement contributions to the institutional community through teaching, service, and research that may include efforts in diversity, equity, and inclusion as a factor in merit and promotion considerations, with the understanding that promotion or other employment decisions cannot be based on a person's race, color, religion, sex, national origin, age, or any other impermissible basis.</p>	<p>The Provost's Office, deans, CS diversity officers, and department chairs.</p>

Overview

Objective 2 Retain, Develop, and Promote a Diverse Faculty *(continued)*

PRIORITY 2

Establish formal cross-disciplinary faculty mentoring programs. Every CS will establish formal (intentional, comprehensive, and benchmarked) faculty mentoring programs and make them available to all tenure-track and associate professors. The objective of these programs is to facilitate the transition from assistant to associate professor and from associate to full professor. These transitions have often been problematic for historically underrepresented faculty members.

	ACTIONS	COMPLETION TARGETS	RESPONSIBILITIES
OBJECTIVE 2 PRIORITY 2	<ul style="list-style-type: none"> Each CS will develop and implement formal benchmarked mentoring processes specific to their areas. Mentoring relationships across CSs will be encouraged where appropriate. Contributions to mentorship will be included as part of the service criterion for merit and promotion considerations. 	<p>AY 2020/21 Mentoring plans and programs for assistant and associate professors will be designed by all CSs with assistance from the Provost's Office.</p> <p>AY 2021/22 Begin the implementation of mentoring programs for all faculty who wish to participate.</p> <p>AY 2022/23 All assistant and associate professors who desire to participate will be enrolled in mentoring relationships.</p> <p>AY 2023/24 Deans and chairs will provide a three-year summary of mentoring participation in their units.</p>	The Provost's Office, deans, and department chairs.

OBJECTIVE 3

Establish an Equitable and Inclusive Climate

UT Austin is a premier institution of higher education that recognizes the benefits of diversity, equity, and inclusivity in which difference stimulates and generates excellence. Such excellence in faculty diversity is sustainable only if every individual and their differences are welcomed, respected, and treated equitably.

PRIORITY 1

Conduct annual audits of faculty salary differences and develop action plans to address any findings of salary disparities that are found to have resulted from considerations of race, color, religion, sex, national origin, age, or any other impermissible basis.

PRIORITY 2

Conduct an analysis that includes an audit of endowment and faculty award recipients and a description of procedures and criteria for faculty selection for such endowments and awards in all CSs. This analysis will include an assessment of the distribution of endowments and faculty awards with particular focus on faculty members of historically underrepresented groups. Action plans will be developed to address any findings of improper disparities in the distribution of endowments and awards.

PRIORITY 3

Conduct an analysis that includes an audit of leadership and committee membership at the CS and departmental levels and a description of procedures for how the tenured, tenure track, and non-tenure track faculty filling those roles are selected. This analysis will seek to identify disparities in service and governance assignments (too much service/ too little leadership). Action plans will be developed to address any findings of improper disparities.

PRIORITY 4

Create a diversity officer position in the dean's office of each CS responsible for faculty diversity. This position will be responsible for the coordination of diversity, equity, and inclusion efforts for tenured, tenure track, and non-tenure track faculty in each CS.

PRIORITY 5

Design and implement resources and training for all tenured, tenure track, and non-tenure track faculty members on inclusive student interactions. This process has already begun with the formation of the UT Access, Equity, and Inclusion Institute, a three-year (2019-2022) pilot collaboration between the Vice Provost for Diversity unit and the LGBTQ Studies Program that seeks to improve faculty practices that lead to enhanced access, equity, and inclusion with regard to students.

PRIORITY 6

Design and implement resources and training for department chairs, CS administrators, and tenured, tenure track, and non-tenure track faculty aimed at creating and sustaining an inclusive culture within CSs and their component units. Climate and practices of diversity, equity, and inclusivity have a direct impact on units' abilities to recruit and retain diverse faculty and staff.

PRIORITY 7

Increase opportunities for leadership development for all mid-career faculty to achieve increases in development of underrepresented groups.

Overview

Objective 3 *Establish an Equitable and Inclusive Climate*

PRIORITY 1

Conduct annual audits of faculty salary differences and develop action plans to address any findings of salary disparities that are found to have resulted from considerations of race, color, religion, sex, national origin, age, or any other impermissible basis.

OBJECTIVE 3 PRIORITY 1	ACTIONS	COMPLETION TARGETS	RESPONSIBILITIES
	<ul style="list-style-type: none"> Gather and analyze comparative longitudinal data on faculty salaries by CS and department. Each CS will analyze the resultant data in the context of its merit structure. Any analysis must consider whether salary disparities are attributable to legitimate bases such as university service, publications, or teaching experience or performance. When faculty merit increases are reestablished, the provost will allocate the financial resources to resolve any improper salary disparities across the faculty as a whole. 	When faculty merit increases are reestablished.	The Provost's Office will employ an outside consultant and a faculty-led review group to examine faculty salaries across the university as a whole. The consultant will report findings to the provost and president and the faculty group will provide comments and analysis of those findings. Based on the report and comments, the provost will provide guidance to deans about how to redress any improper salary disparities and how to put into place measures that can prevent any such improper disparities from arising in the future. Adjustments will be reported to the provost.

PRIORITY 2

Conduct an analysis that includes an audit of endowment and faculty award recipients and a description of procedures and criteria for faculty selection for such endowments and awards in all CSs. This analysis will include an assessment of the distribution of endowments and faculty awards with particular focus on faculty members of historically underrepresented groups. Action plans will be developed to address any findings of improper disparities in the distribution of endowments and awards.

OBJECTIVE 3 PRIORITY 2	ACTIONS	COMPLETION TARGETS	RESPONSIBILITIES
	<ul style="list-style-type: none"> Gather and analyze comparative longitudinal data on endowments and faculty awards by CS and department. Each CS will analyze the resultant data in the context of their existing processes. Any analysis must consider whether disparities in the distribution of endowments and faculty awards are attributable to legitimate bases such as university service, publications, or teaching experience or performance. Where no formal procedures or criteria exist, CSs will use their field-specific standards to establish them. Procedures cannot consider race, color, religion, sex, national origin, age, or any other impermissible basis as a basis for distribution. Each CS will undertake annual audits of their endowments and faculty awards and review their selection processes to ensure equitable distributions. 	<p>AY 2019/20 Data analysis completed.</p> <p>AY 2020/21 CSs will continue to engage in annual audits of their endowments and faculty awards and to review their selection processes.</p> <p>AY 2021/22 (and beyond) CSs will continue to engage in annual audits of their endowments and faculty awards and review their selection processes.</p>	<ul style="list-style-type: none"> Deans shall submit reports to the provost that include an audit of endowment and faculty award recipients and a description of procedures for faculty selection. Deans of each CS will work, on the bases of these analyses, to identify individual disparities where they exist. The Provost's Office will provide the deans with a university-wide aggregation of the audits.

Overview

Objective 3 *Establish an Equitable and Inclusive Climate* (continued)

PRIORITY 3

Conduct an analysis that includes an audit of leadership and committee membership at the CS and departmental levels and a description of procedures for how the tenured, tenure track, and non-tenure track faculty filling those roles are selected. This analysis will seek to identify disparities in service and governance assignments (too much service/too little leadership). Action plans will be developed to address any findings of improper disparities.

OBJECTIVE 3 PRIORITY 3	ACTIONS	COMPLETION TARGETS	RESPONSIBILITIES
	<ul style="list-style-type: none"> Each CS will gather and analyze comparative longitudinal data on unit leadership and committee membership. Each CS will analyze the resultant data in the context of their existing processes and adjust them to eliminate disparities. Any analysis must consider whether disparities in service and governance assignments are attributable to legitimate bases. Each CS and its sub units will undertake annual audits of their leadership and committee membership to identify improper disparities in service and governance assignments. Procedures for assigning leadership and committee membership cannot consider race, color, religion, sex, national origin, age, or any other impermissible basis. Quotas may not be used. 	<p>AY 2019/20 Data analysis completed.</p> <p>AY 2020/21 CSs will continue to evaluate unit leadership and committee membership.</p> <p>AY 2021/22 (and beyond) CSs will continue to evaluate unit leadership and committee membership.</p>	<p>The CS deans will work, on the bases of these annual analyses, to identify improper disparities where they exist. Deans should also update this data annually to inform regular processes of fulfilling each unit's service demands. Deans will work with departments and schools to track leadership roles to identify candidates with skills in diversity and inclusion who can be trained and mentored to fill roles across the full spectrum of leadership positions.</p>

PRIORITY 4

Create a diversity officer position in the dean's office of each CS responsible for faculty diversity. This position will be responsible for the coordination of diversity, equity, and inclusion efforts for tenured, tenure track, and non-tenure track faculty in each CS.

OBJECTIVE 3 PRIORITY 4	ACTIONS	COMPLETION TARGETS	RESPONSIBILITIES
	<ul style="list-style-type: none"> Create the diversity officer position(s) and appoint diversity officer(s) in each CS. Larger CSs should consider appointing two diversity officers, one for faculty and staff diversity and the other for student diversity. Create a support mechanism for small CS participation in diversity officer initiative. The Provost's Office will regularly convene diversity officer meetings. Diversity officers are expected to participate. 	<p>YEAR 1 50% of CSs establish position(s) and appoint diversity officer(s).</p> <p>YEAR 2 100% of CSs establish position(s) and appoint diversity officer(s).</p>	<ul style="list-style-type: none"> Deans will identify and appoint the diversity officer for their CS. The Provost's Office will assist with organization of diversity officer meetings, sharing of resources, and coordination efforts.

Overview

Objective 3 *Establish an Equitable and Inclusive Climate* (continued)

PRIORITY 5

Design and implement resources and training for all tenured, tenure track, and non-tenure track faculty members on inclusive student interactions. This process has already begun with the formation of the UT Access, Equity, and Inclusion Institute, a three-year (2019-2022) pilot collaboration between the Vice Provost for Diversity unit and the LGBTQ Studies Program that seeks to improve faculty practices that lead to enhanced access, equity, and inclusion with regard to students.

OBJECTIVE 3 PRIORITY 5	ACTIONS	COMPLETION TARGETS	RESPONSIBILITIES
	<ul style="list-style-type: none"> Inventory and evaluate existing Inclusive Classroom Training programs. Create resources and trainings for faculty that promote equitable and inclusive faculty student interactions. Create a mechanism by which students can identify faculty who have undertaken such training when they select their courses. 	<p>AY 2019/20 Inventory and evaluation completed. Resources and trainings elaborated; inclusive training “Tags”² on syllabi instituted.</p> <p>AY 2020/21 A faculty trainer from each CS will have been trained and will commence training faculty in their CS.</p> <p>AY 2021/22 30% of the faculty will have undergone training.</p> <p>AY 2022/23 60% of the faculty will have undergone training.</p>	<p>The UT Access, Equity, and Inclusion Institute will coordinate inventory, evaluation, and resource preparation and implementation. Deans, CS diversity officers, and department chairs will implement resources in every CS and promote faculty participation.</p>

²“Tags” are indications on syllabi and course catalogues that a professor has completed inclusive classroom or similar training.

PRIORITY 6

Design and implement resources and training for department chairs, CS administrators, and tenured, tenure track, and non-tenure track faculty aimed at creating and sustaining an inclusive culture within CSs and their component units. Climate and practices of diversity, equity, and inclusivity have a direct impact on units’ abilities to recruit and retain diverse faculty and staff.

OBJECTIVE 3 PRIORITY 6	ACTIONS	COMPLETION TARGETS	RESPONSIBILITIES
	<ul style="list-style-type: none"> Inventory and evaluate existing resources for support in creating and sustaining equitable and inclusive CS unit climates. Develop resources and trainings for creating and sustaining equitable and inclusive CS unit climates. Training and resources will target departmental chairs and other unit leaders first and then expand to faculty in general. Implement in all university units the resources and trainings for creating and sustaining equitable and inclusive departments and CSs. 	<p>AY 2020/21 Inventory and evaluation completed. Resources and trainings created.</p> <p>AY 2021/22 A faculty trainer from each CS will have instituted training in their CS. Every departmental chair and CS sub-unit leader will receive training and materials.</p> <p>AY 2022/23 Every chair will have begun to implement best practices in diversity, equity, and inclusion in their unit. 50% of faculty will have participated in at least one departmental or other on-campus workshop aimed at supporting best practices.</p> <p>AY 2023/24 75% of the chairs will have undergone training. Each workshop will be evaluated, and results analyzed by the UT Access, Equity, and Inclusion Institute.</p> <p>The Provost’s Office will administer a climate survey to all faculty every third year to assess the efficacy of the program.</p>	<p>The UT Access, Equity, and Inclusion Institute will coordinate inventory, evaluation, and resource preparation, and training implementation. Deans, CS diversity officers and department chairs will implement resources in every CS and promote leadership participation.</p> <p>The Vice Provost for Diversity unit, through the UT Access, Equity, and Inclusion Institute Form, will inventory, develop, and implement resources that seek to improve and put in place policies and practices that enhance diversity, equity, inclusion, and climate in faculty-faculty and faculty-administration relations.</p>

Overview

Objective 3 *Establish an Equitable and Inclusive Climate* (continued)

PRIORITY 7

Increase opportunities for leadership development for all mid-career faculty to achieve increases in development of underrepresented groups.

OBJECTIVE 3 PRIORITY 7	ACTIONS	COMPLETION TARGETS	RESPONSIBILITIES
	<ul style="list-style-type: none"> Leadership development opportunities must be open to all faculty, and promotion decisions cannot be based on race, color, religion, sex, national origin, age, or any other impermissible basis. Quotas may not be used. Develop diverse Provost's Administrative Leadership (PAL) fellows program to create opportunities for one-on-one leadership mentorship for mid-level faculty who have demonstrated skill and interest in advancing diversity and inclusion. 	<p>AY 2020/21 Reorganization of EML Program. Elaboration of plan for Provost's Leadership Fellows program. Announce first cohort of PAL fellows.</p> <p>AY 2021/22 Faculty will participate in refurbished EML and in the PAL Fellows Program.</p> <p>AY 2022/23 Track former participants in these programs as they are appointed to administrative positions.</p>	<p>The vice provost for diversity and the senior vice provost for faculty affairs. The vice provost for diversity will track the number of former participants in administrative positions and the type and number of these positions.</p>

OBJECTIVE 4

Support Innovative and Diverse Scholarship, Teaching, and Service

UT Austin recognizes that the imperative of faculty diversity is not the mere presence of different identities but includes different knowledges, positionalities, and experiences. Hence, the benefits of faculty diversity are realized if the multiplicity of perspectives and scholarship that faculty bring to the campus are embraced, supported, and rewarded. These perspectives offer UT the chance to be a leader in many exciting new areas of scholarship and to use the knowledge we gain to enrich the educational experience of our students. Public recognition of the diversity of our faculty and the embrace of diverse scholarship, teaching, and service enhances the reputation of UT Austin as an inclusive institution of intellectual excellence and scholarly innovation.

PRIORITY 1

Develop and fund a Provost's Early Career Faculty Recruitment Fellows Program (Provost's Fellows) to support the recruitment of excellent faculty members who can contribute to diversity at UT Austin through their teaching, service, or research. The goal of the program is to increase the number of faculty with diversity-related skills and interests by identifying early promise and investing in career development and professional growth. The Program will provide cohorts of two to three fellows (one to two-year fellowships for Humanities, Arts, and Social Sciences, two to three-year fellowships for STEM fields) to participating departments and schools. At the end of the fellowship period, fellows will be included in the long list of candidates for a tenure track hire in the sponsoring department or school.

The program is designed to support activities that equip early career scholars with the research (non-experimental, experimental, and/or computational),

scholarly, and professional skills necessary to successfully undertake independent academic research and teaching at UT Austin. It will facilitate the transition of promising postdoctoral researchers and/or early pre-tenure faculty members with diversity-related skills and interests to independent, tenure-track faculty positions at the University of Texas or other research-intensive institutions. Ideal candidates will express commitment to beginning and/or continuing an academic career and have independent research projects that fit the strategic vision of the recruiting departments.

PRIORITY 2

Support the programming and research engaged in by tenured, tenure track, and non-tenure track faculty who have the objective of enhancing campus diversity, equity and inclusion.

PRIORITY 3

Develop and support tenured, tenure track, and non-tenure track faculty research and teaching on diversity, equity, and inclusion in higher education.

Overview

Objective 4 *Support Innovative and Diverse Scholarship, Teaching, and Service*

PRIORITY 1

Develop and fund a Provost's Early Career Faculty Recruitment Fellows Program (Provost's Fellows) to support the recruitment of excellent faculty members who can contribute to diversity at UT Austin through their teaching, service, or research. The goal of the program is to increase the number of faculty with diversity-related skills and interests by identifying early promise and investing in career development and professional growth. The Program will provide cohorts of two to three fellows (one to two-year fellowships for Humanities, Arts, and Social Sciences, two to three- year fellowships for STEM fields) to participating departments and schools. At the end of the fellowship period, fellows will be included in the long list of candidates for a tenure track hire in the sponsoring department or school.

The program is designed to support activities that equip early career scholars with the research (non-experimental, experimental, and/or computational), scholarly, and professional skills necessary to successfully undertake independent academic research and teaching at UT Austin. It will facilitate the transition of promising postdoctoral researchers and/or early pre-tenure faculty members with diversity-related skills and interests to independent, tenure-track faculty positions at the University of Texas or other research-intensive institutions. Ideal candidates will express commitment to beginning and/or continuing an academic career and have independent research projects that fit the strategic vision of the recruiting departments.

CRITERIA FOR DEPARTMENT AND/OR SCHOOL PARTICIPATION

- Participating departments and schools must identify one of their approved strategic faculty hires for the year of their application to support their participation in the Provost Fellows Program and commit to filling it in a particular broad field at the junior level three years later.
 - Participating departments and schools must apply in a competitive process to be selected as a participant in the Provost Fellows program.
 - Participating departments and schools must design and create mentoring and professionalization programs for their Provost Fellow Program cohorts.
 - Recruiting departments and schools will provide a specific plan that will enrich the independent research projects of the fellow cohorts by providing both independent and collaborative research opportunities at UT Austin.
 - Provost Fellow candidates must exhibit exceptional potential in their field of scholarly endeavor.
 - Provost Fellow candidates must have the skills and inclination to contribute to the University's efforts to make UT Austin more diverse, equitable, and inclusive.
 - There will be a national search for each Provost Fellows cohort.
 - Finalists will engage in campus interviews.
 - Provost office will participate in interviews.
 - In addition to their research endeavors each Fellow will have an opportunity to create and teach or co-teach a course or courses during their residence.
- All Provost Fellows will participate in a professional development/networking program conducted by their department or school in partnership with the provost's office that will support them in: crafting a faculty application, interviewing for faculty positions, grant funding opportunities, creativity in teaching, institutional awareness, interdisciplinary research, teaching innovations, proposal writing, tenure and promotion, mentoring and motivating graduate students, inclusion and equity in academia, research budgeting, etc. This program will be open by application to other UT postdocs with a commitment to diversity, equity, and inclusion.
- Ideal outcomes of the program will be (1) identification of excellent faculty candidates who could be hired on the faculty line identified by the department or school; (2) professionalization of outstanding research scholars who have the skills and experience to increase diversity and inclusion through teaching, service, or research within higher education; and (3) the enhancement of the reputation of UT Austin as a center of research excellence attractive to excellent scholars interested in diverse, equitable and inclusive institutional settings.

Overview

Objective 4 Support Innovative and Diverse Scholarship, Teaching, and Service

PRIORITY 1

Develop and fund a Provost's Early Career Faculty Recruitment Fellows Program (Provost's Fellows) to support the recruitment of excellent faculty members who can contribute to diversity at UT Austin through their teaching, service, or research. The goal of the program is to increase the number of faculty with diversity-related skills and interests by identifying early promise and investing in career development and professional growth. The Program will provide cohorts of two to three fellows (one to two-year fellowships for Humanities, Arts, and Social Sciences, two to three-year fellowships for STEM fields) to participating departments and schools. At the end of the fellowship period, fellows will be included in the long list of candidates for a tenure track hire in the sponsoring department or school.

The program is designed to support activities that equip early career scholars with the research (non-experimental, experimental, and/or computational), scholarly, and professional skills necessary to successfully undertake independent academic research and teaching at UT Austin. It will facilitate the transition of promising postdoctoral researchers and/or early pre-tenure faculty members with diversity-related skills and interests to independent, tenure-track faculty positions at the University of Texas or other research-intensive institutions. Ideal candidates will express commitment to beginning and/or continuing an academic career and have independent research projects that fit the strategic vision of the recruiting departments.

	ACTIONS	COMPLETION TARGETS	RESPONSIBILITIES
OBJECTIVE 4 PRIORITY 1	Create a robust and sustainable postdoc program that brings an additional 10 or more junior scholars to campus each year who are interested in developing within their field and also in contributing to work on diversity and inclusion.	<p>AY 2020/21 Design, develop and fund initiative; conduct search for program's director to develop program and start searches for fellows.</p> <p>AY 2021/22 Appoint the first cohort of fellows and pilot a training and mentorship program and community search for next fellow cohort.</p> <p>AY 2022/23 Continue training and mentorship program; support the 2021-22 fellows as they enter the nationwide faculty job market; evaluate program and consider further development and expansion; give search approval for next cohort.</p> <p>AY 2023/24 Continue training program and community; evaluate program and consider further development and expansion.</p>	<ul style="list-style-type: none"> Provost office: each year, create a call for proposals, work with CSs to refine proposals, authorize searches. Publicize overall program to further recruiting. Participate in search process with recruiting and advice on selection. Develop and execute university-wide mentoring and support programs for the entire cohort. Support fellows' entry into the job market. Deans: Allocate lines each year to the program. Authorize departments and schools to participate. Develop college-wide mentoring and support programs. Provide supplemental funds to support fellows' research activities. Selected departments and schools: Actively recruit outstanding candidates. Work with college and provost's office to recruit a diverse pool of applicants.

Overview

Objective 4 Support Innovative and Diverse Scholarship, Teaching, and Service

PRIORITY 2

Support the programming and research engaged in by tenured, tenure track, and non-tenure track faculty who have the objective of enhancing campus diversity, equity and inclusion.

OBJECTIVE 4 PRIORITY 2	ACTIONS	COMPLETION TARGETS	RESPONSIBILITIES
	<ul style="list-style-type: none"> Develop and support diverse programming in the CSs to bring non-UT scholars to campus. These should include speaker series, visiting scholars, conferences, etc. Each semester CS Diversity Officers will collect the colloquium and other external speaker schedules and visiting scholar lists for University, departments, centers, institutes, and other units. The officers will compile statistics on underrepresented status (including gender in STEM) of the speakers/invitees and provide Vice Provost for Diversity and their deans with this information on a department/center level. Develop programs that bring advanced grad students to campus. Dedicate \$35,000 to support this programming for each of the next three years (AY2020/21 through AY2022/23). Funds will be given to units seeking to recruit a more diverse cadre of speakers and visitors. 	<p>AY 2020/21 Anticipated goal: 10 additional visiting scholars³ university-wide, 30 advanced grad students, one conference supported through the program.</p> <p>AY 2021/22 Anticipated goal: 10 additional visiting scholars university-wide, 30 advanced grad students, two conferences supported through the program, supplemented by new funds from colleges, schools, and research centers.</p> <p>AY 2022/23 Anticipated goal: 10 visiting scholars university-wide, 30 advanced grad students, two conferences; evaluate program and consider further development and continuation with additional sustaining funding from colleges, schools, and research centers.</p>	<p>The Provost's Office, dean's, Graduate School dean, center and institute directors.</p>

³ Visiting scholars refers to scholars from other institutions of higher education who visit UT to present their work and engage in other scholarly activities for a short period of time – one day to two weeks.

Overview

Objective 4 Support Innovative and Diverse Scholarship, Teaching, and Service (continued)

PRIORITY 3

Develop and support tenured, tenure track, and non-tenure track faculty research and teaching on diversity, equity, and inclusion in higher education.

OBJECTIVE 4 PRIORITY 3	ACTIONS	COMPLETION TARGETS	RESPONSIBILITIES
	<ul style="list-style-type: none"> Establish seed projects and build research collaborations around research on diversity, equity, and inclusion in higher education. Develop and support a university-wide fellowship program sponsoring research and teaching on UT Austin’s historic and contemporary struggles for diversity, equity, and inclusion. 	<p>AY 2021/22 Create proposals for fellowship programs on research and teaching on diversity, equity, and inclusion in higher education.</p> <p>AY 2021/22 Selection of inaugural fellows.</p> <p>AY 2022/23 Annual selection of fellows.</p>	<p>VPR Research</p>