

**Goal I: Provide Pay Equity for USF Black Faculty and Staff<sup>1</sup>**

Objectives	Action Steps	Expected Outcomes	Alignment	Timeline
Ensure racial equitable compensation for faculty and staff by assessing pay disparities and wage gaps	<p>Conduct a salary equity analysis (<i>by race</i>)</p> <p>Review disparities connected to job classifications and pay codes</p> <p>Provide salary, job classification, and appointment transparency</p> <p>Identify and address points of structural inequality and direct racial bias</p> <p>Make “one person staff” compensation comparable to similar job classifications</p>	<p><u>Equitable pay</u> for faculty and staff of all races <u>commensurate with experience and credentials</u></p> <p><u>Equal compensation</u> for “one-person” offices and/or allocate additional staff.</p> <p>Minimum wage <u>increased to \$15.00/hour for staff</u></p>	<p>“Perform an equity audit .... Revisit Black faculty hires, particularly women, and examine disparities in pay.” <b>College of Education Literacy Studies</b></p> <p>“... analyze pay equity for faculty and staff to ... to eliminate any race-based, or gender-based, salary disparities.” <b>Currall, 6.8.20</b></p>	<p><b><u>Racial data</u></b> August 15</p> <p><b><u>Corrective action</u></b> Positions, searches, promotion protocols, and single staff segregation; Pay adjustments October 2020</p> <p><b><u>Long-term</u></b> Retirement; \$15 min. wage; salary grades revisited</p>

**Goal II: Enforce Equal Opportunity Hiring Practices**

Objectives	Action Steps	Expected Outcomes	Alignment	Timeline
Ensure at least 10% minority representation in staff, faculty and administration through more equitable hiring and human resource processes.	<p>Enable transparent and timely posting of job announcements</p> <p>Provide anti-bias training for search committee members</p> <p>Update all documented USF hiring policy guidelines to include: a) job opening be placed in professional outlets targeting Black candidates b) at least one qualified Black candidate be identified for each job opening, c) at least two Black people on search committees for administrators</p>	<p><u>Noticeable percentage increase</u> in minority representation in administration, faculty and staff</p> <p>Anti-bias hiring process with <u>documented disclosures of minority candidates</u> and hiring decisions for monitoring</p>	<p>“Identify USF policies that impede the recruitment and hiring of Black administrators.” <b>COE – Literacy Studies</b></p> <p>“actively recruit and retain Black scholars and students, by investing in their success, and removing roadblocks that limit their opportunities while also supporting anti-racist</p>	<p><b><u>Deadline</u></b> <b><u>September 15<sup>th</sup></u></b> Anti-bias training plans</p> <p>Update hiring policy guidelines</p> <p>Structure for DIEO to review</p>

<sup>1</sup> USF Black Employees Steering Committee Goals, Action Items, Outcomes and Timelines, July 18, 2020.

	<p>Hire a placement agency to target Black hires</p> <p>DIEO should review job announcements and dissemination plan before posting</p> <p>At least one Black person on each committee that reports to the President</p>	<p><u>Enforceable documented hiring policy containing punitive action for failure to comply.</u></p>	<p>scholarship” COE - Diversity Committee</p>	<p>disclosure, punitive measures</p> <p>Hire Placement agency</p>
<p>Provide training with new Human Resources Director and staff to ensure more racially equitable recruitment and hiring processes.</p>	<p>Develop documented procedures for integrating anti-racist measures into recruitment, hiring (onboarding), retention and training</p> <p>Review exit interviews of Black faculty and staff for the past 5 years and address problems noted</p> <p>Update USF Anti-Discrimination Policy and HR Manual to incorporate anti-racism and racial harassment and punitive measures for noncompliance</p>	<p>Knowledgeable and competent HR personnel capable of <u>guiding policy-based hiring practices</u></p> <p>Documented <u>accountability measures and timely enforcement of punitive measures</u> against personnel who engage in discriminatory practices</p> <p>Regular HR Oversight meetings and <u>documented progress reporting on anti-racist initiatives</u></p>	<p>“... Competency training sessions and community events for students, staff and faculty, to help us reflect on and challenge our own racist actions, and to better understand anti-racist strategies and practices in the academy so that we may implement them in our everyday lives.” <b>Sociology</b></p> <p>"empower faculty and staff to report racial harassment and microaggressions.” COE Diversity Committee</p>	<p><b><u>Deadline August 2020</u></b> Anti-racism and retaliation policies updated</p> <p><b><u>Oct 2020</u></b> Review all HR material and update Jan. 2021</p> <p><b><u>July 2021</u></b> Plan one day anti-racism training</p>

### Goal III: Create Anti-Racist Environment through Professional Development Initiatives

Objectives	Action Steps	Expected Outcomes	Alignment	Timeline
<p>Organize sustained yearly professional development on anti-racism and anti-bias for all faculty and staff at all USF campuses <i>(Trainings occur at least once per academic year.)</i></p>	<ol style="list-style-type: none"> <li>1. Review current PD across the campuses.</li> <li>2. Disseminate pamphlets, videos, and vignettes on anti-racism and anti-bias across the university</li> <li>3. Facilitate Difficult Dialogue Training for leaders of the University.</li> <li>4. Coordinate annual training across all campuses</li> </ol>	<p>Faculty and staff <u>knowledgeable</u> in anti-racist practices and <u>capable of identifying and effectively responding</u> to examples of racism (100% by Spring 2021)</p> <p>Readily <u>available and accessible</u> anti-racist materials that <u>provide real-world examples of ‘Dos and Don’ts’</u> throughout campuses</p> <p><u>Available appointed trained</u> leaders in Colleges who <u>contribute</u></p>	<p>“Educating ourselves about being better allies is one step...” <b>Anthropology</b></p> <p>Common reading for incoming students and CAS community of ... anti-racist work; new courses on race and racism (themed semester) - CAS</p> <p>Dialogue; online module (Principles of Community); workshops, forums, and discussion sessions on anti-racist thought – OSS</p>	<p><b><u>August 2020</u></b> Pamphlet/Video Distribution:</p> <p><b><u>December 2020</u></b> Dialogues Training for Chairs and Leadership</p> <p><b><u>Dean’s Quarterly Reports Due:</u></b> Oct</p>

	5. Engage Deans of Colleges (10 minutes or less) at college-wide meetings, and follow up with faculty participation in diversity, equity and inclusion in designated areas	to at least two conversations and/or <u>interventions</u> per year Deans and Chairs <u>provide an annual report</u> about the diversity and anti-racist initiatives in their Departments and Colleges.  Eliminate racist practices and environments	Anti-racism modules; guided learning activities; Build anti-racist curriculum - <b>College of Education Literacy Studies/Div. Committee</b> “...normalized anti-racist and multi-cultural competency training sessions and community events.” ~ <b>Sociology</b>	1, Dec 15, Feb. 1, April 15  <b>July 2021</b> Deadline for campus-wide training completed
Develop annual speaker series focusing on diversity, equity and inclusion across the three geographically distributed USF campuses and within colleges.	Collaborate with the Office of DCEO to determine topics for diversity speaker series and scale it up across campuses.  Identify a list of suitable speakers that are discipline specific, as well as individuals who can speak across the population of higher education.  Expand and promote a university wide initiative of Principles of Community.	Each USF campus <u>hosts at least ONE speaker that addresses diversity, equity and inclusion</u> each semester (within an academic year).  Faculty and staff are <u>expected to participate</u> at least TWO approved events related to anti-racism  <u>Well attended speaker engagements publicized via social media.</u>  Evidence of commitment to promote inclusive excellence demonstrated by <u>10% increase in measures of institutional climate and culture</u>	“Support student organizations that seek to facilitate ongoing dialogue on issues of race;” <b>College of Arts and Sciences</b>  “Host a series of high-profile speakers and workshops on racism, race relations, and social justice in collaboration with other units and colleges.” <b>Student Success.</b>	<b><u>Consult with DCEO for list of speakers</u></b> September 30, 2020  <b><u>Invite Spring Speaker Series</u></b> December 30, 2020  <b><u>Create Annual Speaker Calendar and Promote</u></b> July 2021
Provide access to funding for continuous professional development, and mentorship for faculty and staff of color	Identify and disseminate internal and external sources of funding to support the professional growth of faculty and staff of Color.  Provide a minimum of one (1) professional growth opportunity for all faculty and staff of Color each year.	Purchase an Institutional Membership into the National Center for Faculty Development and Diversity  <u>At least \$15,000</u> annually earmarked for professional development	“We will develop a system for the intentional mentoring of faculty and staff of color as they move toward promotion; opportunities for faculty and students of color to serve in administrative	<b><u>Immediate</u></b> Membership into the NCFDD  <b><u>Catalog resources:</u></b> September 30, 2020

	<p>Develop a formal mentorship program for pre-tenure and associate professors and implement annual mentorship seminars for faculty and staff of color (SOTA – Sisters of the Academy)</p>	<p>Evidence of <u>increased percentage of successful tenure and promotions</u> for faculty of color            Evidence of <u>increased percentage (30%)</u> of staff color selected for <u>promotions</u></p> <p>Higher ratings of perceived inclusivity</p>	<p>positions and leadership.”  <b>Sociology</b></p>	<p><b><u>Adjust Spring 2021 Budget and Plans</u></b>            December 1, 2020</p> <p><b><u>Evaluate current programs:</u></b>            February 2021</p> <p><b><u>Create Annual Budget</u></b>            May 2021</p> <p><b><u>Create Campus-wide Resource list of programs</u></b>            July 2021</p>
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**Goal IV: Provide Institutional Support for Black Organizations, Faculty, Students and Staff**

<b>Objectives</b>	<b>Action Steps</b>	<b>Expected Outcomes</b>	<b>Alignment</b>	<b>Timeline</b>
<p>Elevate the Institute of Black Life to be premier Center for training, research, and education about anti-racism</p>	<p>Develop a focus on anti-racism and anti-Blackness scholarly exchange and community engaged research.</p> <p>Develop courses on racism, anti-Blackness and related topics as required courses taught by faculty in the Africana Studies Program and those in related areas</p> <p>Provide adequate IBL budget comparable to similar institutes</p>	<p>Infusion of \$100,000 a year to fund <u>IBL mission and an Anti-Racism Education</u> in Africana Studies</p> <p>Addition of <u>3 support personnel and 2 Graduate Assistantships</u> to support the new initiatives of IBL</p> <p>5 Black faculty cluster hires in related areas to support IBL initiatives</p> <p><u>Approval of 3 catalogued General Education required courses on anti-racism, anti-Blackness and social justice</u></p>	<p>“Forge a partnership with the USF Institute on Black Life to collaborate on programming and services to students that might include dedicated space in the MSC” - <b>Student Success</b></p> <p>“Develop an anti-racist institute at USF. Appoint individuals who are Black African, Black American, and Black Caribbean to develop and coordinate the institute. “  <b>College of Education Literacy Studies</b></p> <p>Form a new "Anti-Racism" research network of faculty and seed funding to continue or</p>	<p><b><u>Concrete Plan for IBL funding</u></b>            August 30, 2020</p> <p><b><u>IBL Funding Allocated</u></b>            September 30</p> <p><b><u>Plan for Cluster Hires</u></b>            January 2021</p>

	Reconstitute and strengthen an Advisory Board	A <u>functional and active IBL Advisory Board that guides its mission</u>	expand their research agendas.” <b>CAS</b>	
Support community-engaged research in Tampa, St Petersburg and Sarasota campuses	Encourage student and faculty collaboration on issues related to Black communities in the three campuses.  Provide annual seed funding for Black community engaged research  Identify external sources of funding and provide resources to facilitate Black faculty extramural research funding	Internally funded grant competition for <u>25 grants at \$1000.00/each</u> to support faculty, student and staff collaboration <u>to address antiracism and related problems</u> in Black communities  More <u>community-engaged, scholarly productive Black faculty</u> that help to further USF’s mission	“We are committed to conducting applied research that will support actionable change.” ~ <b>Anthropology</b>  “Strengthening existing community partnerships where our students and faculty already work with community groups practicing anti-racism ~ <b>Anthropology</b>  Advocacy programs and out-of-school opportunities for anti-racism, <b>College of Education - Literacy Studies</b>	<b><u>Deadline to open Call for Funding</u></b> October 15  <b><u>Create list of funding</u></b> November 1
Enhance Black Student Mentoring Programs for graduate and undergraduate student academic and personal success	Create and fund a formal mentorship program for Black students on all campuses (with the BFSA/BLN model as reference)  Identify clear goals and activities for mentoring programs and recruit students from their first years  Create and disseminate USF-wide annual mentorship calendar of activities for students at all campuses (hosted in Student Success)  Track & report Black student retention rates	<u>\$15,000 earmarked annually to support a mentorship program</u> (including workshops, job fairs, conference, etc.)  <u>Increased percentage of Black student retention</u> on USF campuses  <u>Increased graduation rates</u> of Black USF students	“Create a mentorship system for Black international and American students and faculty who arrive at USF and provide opportunities for networking” - <b>College of Education Literacy Studies</b>  We will develop a system for the intentional mentoring of faculty and staff of color as they move toward promotion. – <b>Sociology</b>  “support underrepresented and under-served minority undergraduate and graduate students.... by providing the students’ access to faculty and staff members who act as mentors and assist students in successfully navigating their academic journey at USF. ~ Black Faculty & Student Association (current mission)	<b><u>Deadline for Mentorship Re-Structure</u></b> November 1  <b><u>Begin to administer grants</u></b> November 15  <b><u>Deadline for Spring 2021 events</u></b> November 30