Academic Affairs
Community and Inclusion Plan
Equity, Fairness, Inclusion, Respect, Trust

1. Develop an aggressive and sustained effort to hire and support excellent faculty and staff from all backgrounds.
   a. Ensure guidelines for recruiting diverse personnel are consistently followed in academic searches - faculty, staff, and administrative (see end of diversity plan for complete hiring process)

   **Faculty Hiring**

   The goal of the faculty search process is to identify a diverse pool of excellent, qualified and interesting teachers and scholars and then hire a colleague. A person’s diverse population status is not a quality that makes her qualified for a job opening, but diversity is one of the assets that makes a candidate appealing to Elon, a university with core values supporting diversity and global engagement.

   Elon’s commitment to diversity and global engagement calls for attracting and retaining a superior faculty that reflects diversity in intellectual perspectives as well as social and personal characteristics. We pay particular attention to attracting groups underrepresented in the academy into our candidate pools.

   **Opportunity Fund**

   The University has set aside funds to support the hiring of outstanding teacher scholars who contribute to diversity at Elon. This fund will be used to hire faculty who contribute diversity at Elon (i.e. those from underrepresented populations and colleagues who teach and study in areas that bring diversity to individual departments or Elon as whole).

   **Pre and Post Doc Fellowship**

   Elon’s pre and post doc fellowships bring colleagues to Elon as a way to increase the diversity of our course offerings (preference given to areas with high part time numbers). The pre and post docs provide a year or two of funding.

   b. Assess retention of faculty and staff across all populations, and develop appropriate retention programs

      • Create a formal university wide peer cluster mentorship program for faculty.

2. Assure that principles of multiculturalism, pluralism, equity and diversity are infused in to the curriculum and co-curriculum
   a. assure that classrooms can be a place where important complex issues can be productively analyzed and where diverse students feel they belong
   b. research and design an assessment plan that demonstrates student learning related to diversity
c. Support infusion of diversity into existing and new courses and the Elon experiences
d. Pilot a new Elon 101 concept that explores self and others

3. Initiate regular faculty development sessions on inclusive pedagogy and effective teaching and assessment practices related to diversity, beginning with newly hired faculty and then transitioning to all faculty to engender long-term change in the institution

   a. Address diversity in content of majors and minors through consultants and supported curricular revision at the departmental level
   b. Support faculty and staff participation in diversity-related co-curricular planning

4. Design and implement a variety of programs, resources and workshops for faculty, staff, and students to encourage members of the community to treat everyone in the community with dignity and respect, to improve communication, resolve conflict, and foster cross-cultural understanding, and competence across campus; work with Senior faculty and Academic Council to provide leadership and mentoring

   a. Include material such as Managing Hot Moments in the Classroom and workshops on diversity and inclusive excellence as components of:

      • new employee orientation
      • faculty orientation
      • leadership development for department chairs, and other administrative leaders
      • on-going peer led conversations

5. Develop academic goals related to community; assure that messages, symbols, values, etc., of the campus make it a welcoming and inclusive environment for all students, faculty, staff, and members of the broader community.

   a. Explore linkages between faculty members in different academic programs, particularly those related to domestic diversity.
   b. Recommend strategies to deepen and visibly increase support for students, faculty and staff from diverse backgrounds (including race, ethnicity, LGBTQ, low-income, disability, diverse faiths and first generation)
   c. Create a domestic diversity fund to enhance experiential learning, support teacher-scholars who conduct research related to diversity and/or difference and recognize/appreciate faculty efforts in teaching methods/content, research, or service related to diversity

6. Launch a domestic study office and domestic diversity program to augment study abroad and provide opportunities to learn about diversity of people and cultures through respect for human differences and passion for a life of learning about self and others

7. Develop a themed Winter Term related to diversity with cultural events, 40 on campus course offering and study abroad and study USA courses.
8. Systematize the use of assessment data, to identify campus diversity issues, review the effectiveness of diversity initiatives and evaluate the Elon experience across demographic groups (assessment instruments include existing or planned Campus Climate Surveys, NSSE, CIRP data, Senior Survey)

   a. Distribute state of diversity report every five years and annually report on diversity statistics and information

9. Senior academic leadership will serve as role models by:

   a. participating regularly in diversity understanding programs and attending a wide range of campus programs and events
   b. supporting and providing resources toward hiring a diverse faculty and staff
   c. encouraging every unit to create an ongoing diversity action plan

10. Academic units will work with University Relations to ensure that communications reflect Elon's commitment to a truly diverse and understanding community

11. Develop professional development and performance reviews that include diversity goals as part of the performance review process.

12. Publish a campus calendar for multicultural and diversity events

13. Revise the Engaged Learning session at the start of school to include a discussion of the common reading and how to best stimulate discussion of difficult topics in Elon classes

14. Design and implement diversity understanding programs for faculty and staff

   a. Office of Professional Development and Leadership will sponsor seminars and workshops to engage the faculty and staff in sustained dialogue about and understanding of diversity and inclusion

15. Create a plan for identity group support for students, faculty and staff (African American/Black, Hispanic/Latino, Asian, LGBTQ, etc.)

16. Create prominent CATL website and programming devoted to inclusive pedagogy and diversity content in courses; research indicates that the most effective websites integrated diversity messages throughout their sites rather than centralizing them on a diversity-specific page

17. Explore the future need for an Associate Provost for Diversity and Inclusion that serves in a coordinating role for a core team of offices across campus with diversity-related functions; these offices would together provide leadership and resources for diversity and for inclusion programing