DIVERSITY & INCLUSION ACTION PLAN
2018-2021
### TABLE OF CONTENTS

02. Statement from the Interim Regional Chancellor

03. The University Mission, Vision & Values

05. Statement from the Chief Diversity Officer

06. Diversity & Inclusion Action Plan Committee

07. Goals and Strategies

14. Glossary of Terms

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APPROVED BY THE USFSP CAMPUS BOARD ON FEBRUARY 1, 2018
Statement from the Interim Regional Chancellor

Dear USFSP Community,

We are very pleased to present you with USF St. Petersburg’s first comprehensive diversity and inclusion action plan. An incredible team of people worked long, hard hours to bring to you what you will find within these pages. Multiple opportunities for input were afforded to the entire campus community, and you can hear those voices within the strategic goals and key initiatives of the plan.

As you may know, USF St. Petersburg reflects the values and priorities of the city and region where we live, work and serve, and from where the vast majority of our students are drawn. We respect differences. We honor diversity and the richness it brings to the campus and to the city of St. Petersburg.

As it states in the plan, we seek divergent voices and tell untold stories here. We actively recruit individuals who bring both domestic and global diversity to our campus and community. We invite challenging and difficult dialogues and help our students understand how to respond to those dialogues and better appreciate different world views. That is still the core of what higher education is about.

Thank you for taking time to read this plan. We welcome your thoughts, your participation and your support!

Martin Tadlock,  
Interim Regional Chancellor
MISSION STATEMENT
Inspire scholars to lead lives of impact.

VISION STATEMENT
USF St. Petersburg will shine. USF St. Petersburg faculty and administrators will work shoulder-to-shoulder with students and community partners to build a better world. We will challenge ourselves to excel in research, teaching and service.

CORE VALUES

Student-Centered Success
We provide a personalized experience for every student. We will grow by design to sustain academic programs that prepare our graduate and undergraduate students for work and life while retaining our intimate learning environment.

Research and Innovation
Our faculty members conduct nationally and internationally significant research and scholarship. Faculty members convert individual and collaborative efforts into new knowledge to improve lives far beyond our campus and community.

Inclusion of Differences
We seek divergent voices and tell untold stories. We actively recruit students, faculty, staff and administrators who bring global and domestic diversity to campus, with emphasis on representing our evolving regional demographics. We notice where conceptual differences synthesize, complement — or clash. In classes, in meetings and in public forums, we invite difficult dialogue to enable everyone to better understand different world-views. We strive to create synergy.

Commitment to Community
USF St. Petersburg connects seamlessly to St. Petersburg and the surrounding region. Our students enroll in the city as well as USFSP, bringing to the city the exuberance that only a residential campus culture can provide. Our community-based partners and mentors multiply opportunities for students and challenge faculty and administrators to recognize new areas for innovation and exploration. Together we shine.

Care for Natural Environment
We celebrate our organic connection to the waterfront and cityscape. Through study and service, we serve as stewards for the plants, animals and systems that sustain us. We take seriously our commitment to become carbon neutral.
“We strive to create synergy” is the last statement of USFSP’s Core Value of Inclusion of Differences. Through the creation of this Diversity & Inclusion Action Plan, we do indeed create synergy between and amongst each member of our community. We, in turn, seek to collaborate with our stakeholders for the advancement of diversity and inclusion.

USFSP is about to embark upon a great and transformative period of its young history. I am both honored and humbled to be in this place at this time, and to have the opportunity to lead the planning for this important inaugural document. The process resulting in this final product has been the most rewarding part of all.

The Diversity and Inclusion Planning committee is one of the most talented, forward thinking, conscientious and dedicated groups of people that I have ever been associated with in my professional career. These campus leaders clearly represent the vision of transforming USFSP into a university of national prominence for inclusive excellence. They understand that by maximizing the University’s strength and resources through the creation of many diversity mini-work groups, all of us at USFSP will benefit from the individual, collective and institutional contributions of every level of the university, thereby creating an environment that is inclusive, welcoming and highly productive.

At USFSP, we aim to create inclusive excellence! We create synergy!

Cecil Howard
Chief Diversity Officer
Diversity & Inclusion Action Plan Committee

Denelta Adderly-Henry, Associate Director, Human Resources

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Amari Ross, Student & Compass Peer Coach

Anita Sahgal-Patel, Director, University Wellness Center

Marketa Teal, Recruiter, Graduate Admissions

Allyson L. Watson, Dean, College of Education

Milton White, Assistant Director, Military & Veterans Success Center

Nisuka Williams, Student & Ranking Justice, Student Government
STRATEGIC GOAL #1
Clearly define, publicize and implement the University’s commitment to diversity and inclusion.

KEY INITIATIVE #1
Ensure commitment to diversity at the highest level of the institution through approval of this Diversity Plan via a resolution of the USFSP Campus Board.
CHAMPION(S): Regional Chancellor
TIME PERIOD: 2017-2018 and beyond
MEASURE: Adopt resolution at upcoming Campus Board Meeting

KEY INITIATIVE #2
Establish sustainable funding for diversity and inclusion initiatives, including but not limited to staffing, programs, grants, research, scholarships, and awards.
CHAMPION(S): Regional Chancellor, University Cabinet and Student Government
TIME PERIOD: Annually, beginning 2018-2019
MEASURE: Establish funding procedure and formula for implementation by August 1, 2018

KEY INITIATIVE #3
Institute diversity advancement as a standing agenda item for all units and sub-units headed by members of the leadership team.
CHAMPION(S): Regional Chancellor
TIME PERIOD: Annually, beginning 2018-2019
MEASURE: Seek 100% compliance by May 2019

KEY INITIATIVE #4
All units continue to complete and file annually, a report of all diversity-related activities.
CHAMPION(S): University Cabinet
TIME PERIOD: Beginning 2018-2019, and continuing
MEASURE: Seek 100% compliance by May 2019

KEY INITIATIVE #5
Devise a comprehensive plan to enhance diversity and multicultural prominence in all university communications, including websites, publications and social media platforms.
CHAMPION(S): Chief Diversity Officer and Director of Communications
TIME PERIOD: Beginning 2018-2019, and continuing
MEASURE: Complete Plan by May 31, 2018, and initiate implementation beginning August 2018 and continuing

KEY INITIATIVE #6
Establish and publish a comprehensive Diversity Calendar of events, celebrations, historic dates, trainings and holidays.
CHAMPION(S): Chief Diversity Officer in accordance with Director of Communications
TIME PERIOD: August 2018 and beyond
MEASURE: Include in Master Calendar

KEY INITIATIVE #7
Review campus facilities, policies and procedures to ensure campus facilities are accessible, safe and accommodating to all persons.
CHAMPION(S): Chief Diversity Officer, Facilities, RVC/Administrative & Financial Services, Student Disabilities Services
TIME PERIOD: Beginning 2018-2019, and continuing
MEASURE: Completed once per academic year

KEY INITIATIVE #8
Conduct an annual Diversity Assessment to monitor progress toward creating an inclusive environment, publicizing all data and findings and comparing results to baseline data to make additional recommendations.
CHAMPION(S): Chief Diversity Officer, RVC/Enrollment Management
TIME PERIOD: Beginning 2018-2019, and continuing
MEASURE: June 30th of every year
KEY INITIATIVE #9
Seek opportunities to collaborate within the USF System, and with other institutions and community partners.

CHAMPION(S): Regional Chancellor, Chief Diversity Officer, RVC/Academic Affairs, RVC/Student Affairs

TIME PERIOD: Beginning 2018-2019, and continuing

MEASURE: Submit report indicating success by June 30th of each year

KEY INITIATIVE #10
Provide incentives to individuals and/or departments for developing best practices and innovative models for increasing diversity and inclusion.

CHAMPION(S): Chief Diversity Officer, Human Resources, RVC/Academic Affairs, RVC/Student Affairs

TIME PERIOD: Beginning 2018-2019, and continuing

MEASURE: Create plan by August 1, 2018, and implement during 2018-2019 academic year

KEY INITIATIVE #11
Establish an awards program committee to plan an annual event to celebrate the exceptional and exemplary work of members of the USFSP community who have advanced the values of diversity, inclusion, and equity across the university, and among the greater St. Petersburg community.

CHAMPION(S): Chief Diversity Officer, Human Resources, RVC/Academic Affairs, RVC/Student Affairs

TIME PERIOD: Beginning 2018-2019, and continuing

MEASURE: Create plan by August 1, 2018, and implement during 2018-2019 academic year

STRATEGIC GOAL #2
Develop annual reports summarizing progress in both internal processes and key outcomes toward advancing diversity and inclusion goals.

KEY INITIATIVE #1
Identify key outcome performance indicators to develop and implement a set of qualitative and quantitative performance evaluation tools appropriate to the units responsible for reporting on each key indicator or set of indicators.

CHAMPION(S): Chief Diversity Officer, and Chancellor’s Advisory Diversity and Inclusion Committee

TIME PERIOD: 2018-2019

MEASURE: Complete before May 31, 2019

KEY INITIATIVE #2
Assess baseline performance on key indicators.

CHAMPION(S): Chief Diversity Officer, and Chancellor’s Advisory Diversity and Inclusion Committee

TIME PERIOD: 2018-2019

MEASURE: Complete before May 31, 2019

KEY INITIATIVE #3
Establish and institutionalize means of documenting annual progress toward strengthening performance on key indicators.

CHAMPION(S): Chief Diversity Officer, and Chancellor’s Advisory Diversity and Inclusion Committee

TIME PERIOD: 2018-2019

MEASURE: Complete before May 31, 2019

KEY INITIATIVE #4
Select key indicators to be shared in external published annual reports and a mechanism for communicating publicly about annual achievement in advancing diversity and inclusion aims.

CHAMPION(S): Chief Diversity Officer, and Chancellor’s Advisory Diversity and Inclusion Committee

TIME PERIOD: 2018-2019

MEASURE: Complete before May 31, 2019
**KEY INITIATIVE #5**
Establish a separate internal mechanism for collating and summarizing annual unit reports of accomplishments relevant to diversity and inclusion related activities, with these data formally reviewed by the CDO and by CADIC at the end of each academic year.

**CHAMPION(S):** Chief Diversity Officer, and Chancellor’s Advisory Diversity and Inclusion Committee

**TIME PERIOD:** 2018-2019

**MEASURE:** Complete before May 31, 2019

**KEY INITIATIVE #6**
Establish means and tradition of reporting unit process data as well as institutional outcome data to Chancellor for review at the end of each academic year.

**CHAMPION(S):** Chief Diversity Officer, and Chancellor’s Advisory Diversity and Inclusion Committee

**TIME PERIOD:** 2018-2019

**MEASURE:** Complete before May 31, 2019

**KEY INITIATIVE #7**
Establish means of summarizing and communicating key diversity and inclusion related outcome findings to Campus Board for input prior to the start of each new academic year, together with any clearly-articulated plans to enhance accomplishments in any areas that underperformed in the prior academic year.

**CHAMPION(S):** Chief Diversity Officer, and Chancellor’s Advisory Diversity and Inclusion Committee

**TIME PERIOD:** 2018-2019

**MEASURE:** Complete before May 31, 2019

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**STRATEGIC GOAL #3**
Create a welcoming environment for all individuals regardless of race, gender identity, age, types of ability, sex, sexual orientation, faith, nationality, ethnicity, socio-economic background, job role and function, culture, viewpoints, and familial status.

**KEY INITIATIVE #1**
Create and enhance University-wide approaches to engage students in opportunities to learn about cultural differences, and that prepares them to become contributing members to diverse work environments.

**CHAMPION(S):** RVC/Academic Affairs and RVC/Student Affairs

**TIME PERIOD:** 2019-2020

**MEASURE:** Create Plan by August 1st of each year beginning August 1, 2019, specifying University’s plan for year.

**KEY INITIATIVE #2**
Strengthen teaching practices that embrace teachable moments about cultural differences and inclusion in the classroom by inviting university-wide faculty dialogue and advice from the Center for Innovative Teaching and Learning (CITL) and expert resources outside of the University.

**CHAMPION(S):** Chief Diversity Officer and RVC/Academic Affairs

**TIME PERIOD:** 2018-2019

**MEASURE:** Schedule four faculty forums during 2018-2019 academic year, for implementation in 2019-2020

**KEY INITIATIVE #3**
Develop and include a required component during Orientation on “Discovering Diversity at USFSP” for all students.

**CHAMPION(S):** Chief Diversity Officer, RVC/Academic Affairs, RVC/Student Affairs, and RVC/Enrollment Management

**TIME PERIOD:** 2018-2019

**MEASURE:** Develop tool by December 31, 2018 to begin implementation in January 2019
KEY INITIATIVE #4
Establish recurring opportunities for open forums on diversity for students, faculty and staff.

CHAMPION(S): Chief Diversity Officer and the Community Response Team, CRT

TIME PERIOD: Ongoing

MEASURE: Continue affording campus opportunities for open forums on diversity for students, faculty and staff.

KEY INITIATIVE #5
Create an awareness of groups focused on their respective identities and relevant issues.

CHAMPION(S): Chief Diversity Officer, RVC/Academic Affairs, and RVC/Student Affairs Communications Officer

TIME PERIOD: 2018-2019 monthly

MEASURE: Highlight specific groups in print and social media each month during Fall and Spring Semesters, beginning Fall 2018

STRATEGIC GOAL #4
Recruit, retain and promote more women and individuals from underrepresented backgrounds in faculty, staff, and administrator level positions.

KEY INITIATIVE #1
Continue to conduct aggressive national searches for faculty, senior staff, and administrator positions by advertising openings in targeted women and minority online recruitment websites, professional conferences, and local newspapers, and by encouraging university’s faculty and staff to identify strong women and minority candidates.

CHAMPION(S): Human Resources

TIME PERIOD: Ongoing

MEASURE: Program of enhanced advertisement and targeted efforts has been created.

KEY INITIATIVE #2
Before finalizing job specifications and advertisement for faculty, senior staff, and administrator positions, review qualification requirements with Chief Diversity Officer to eliminate unnecessarily restrictive qualifiers.

CHAMPION(S): Chief Diversity Officer and Human Resources

TIME PERIOD: 2018-2019

MEASURE: Chief Diversity Officer to implement regular review process by July 1, 2018

KEY INITIATIVE #3
Refine various search guidelines to help achieve consistency in the recruitment of faculty, staff and administrators.

CHAMPION(S): Chief Diversity Officer, Human Resources, RVC/Academic Affairs and RVC/Student Affairs

TIME PERIOD: 2017-2018

MEASURE: Complete document by June 30, 2018 and begin implementation in August 2018

KEY INITIATIVE #4
Amend search process procedures to include domestic and gender diversity on search committees for faculty, senior staff, and administrator positions in order to provide a variety of perspectives.

CHAMPION(S): Chief Diversity Officer, Human Resources

TIME PERIOD: 2017-2018

MEASURE: Complete document by June 30, 2018 and begin implementation in August 2018

KEY INITIATIVE #5
Provide training opportunity for search committee members regarding search procedures and hiring practices.

CHAMPION(S): Chief Diversity Officer, Human Resources

TIME PERIOD: 2018-2019 and continuing

MEASURE: Beginning August 2018, all search team members must undergo training before serving on search team.
KEY INITIATIVE #6
Create focus groups of hiring managers to explore helpful methods to support them in conducting robust recruitment efforts.

CHAMPION(S): Chief Diversity Officer and Human Resources

TIME PERIOD: 2018-2019 and continuing

MEASURE: Conduct at least one focus group per semester

KEY INITIATIVE #7
Develop and implement professional development for individuals transitioning into supervisory roles.

CHAMPION(S): Chief Diversity Officer and Human Resources

TIME PERIOD: 2018-2019

MEASURE: Complete Plan by December 31, 2018 and begin implementation in July 2019

KEY INITIATIVE #8
Establish process where deans and academic department chairs are accountable for increasing the representation of women and minority faculty by factoring in annual evaluations, among many other considerations, the record of barrier removal and outreach efforts in their areas, as well as concrete steps taken to make progress against goals in disciplines where under-utilization exists.

CHAMPION(S): Chief Diversity Officer and RVC/Academic Affairs

TIME PERIOD: 2018-2019

MEASURE: Complete process by May 31, 2019 to become effective during 2019-2020 academic year

KEY INITIATIVE #9
Strategically enhance the Minority Postdoctoral Fellowship Program.

CHAMPION(S): Chief Diversity Officer, RVC/Academic Affairs and RVC/Administrative & Financial Services

TIME PERIOD: Currently ongoing

MEASURE: Initiate a 2-person cohort every two years

KEY INITIATIVE #10
Review promotional processes for faculty and staff to ensure that adequate clarity regarding expectations, performance and career upward mobility has been provided.

CHAMPION(S): Chief Diversity Officer and Human Resources

TIME PERIOD: 2018-2019

MEASURE: Produce document explaining promotional processes by December 31, 2018

KEY INITIATIVE #11
Support the development of and participation in faculty and staff affinity groups

CHAMPION(S): Chief Diversity Officer, Human Resources, and RVC/Academic Affairs

TIME PERIOD: 2018-2019

MEASURE: Continue meeting with departments to promote idea and implement by January 2019

KEY INITIATIVE #12
Establish a mentoring program that will match new faculty and staff with mentors to assist in developing goals and a road map for career development.

CHAMPION(S): Chief Diversity Officer, and RVC/Academic Affairs

TIME PERIOD: 2018-2019

MEASURE: Create program by January 2019

KEY INITIATIVE #13
Develop a leadership enrichment program to help newly appointed/promoted managers and existing leaders effectively lead a diverse workforce.

CHAMPION(S): Chief Diversity Officer and Human Resources

TIME PERIOD: 2018-2019

MEASURE: Create program by January 2019
KEY INITIATIVE #14
Develop training for department chairs to create an atmosphere for faculty development, how to effectively mentor junior and tenure-track faculty, and how to work with faculty to develop and strengthen programs.

CHAMPION(S): Chief Diversity Officer, Human Resources and RVC/Academic Affairs

TIME PERIOD: 2018-2019

MEASURE: Create program by January 2019

KEY INITIATIVE #3
Recognize students’ need for a sense of belonging and well-being, and systematically tie all retention efforts together (e.g., tutoring, affinity groups, mentoring opportunities, relevant community internship opportunities, relevant career forums with distinguished minority alumni, etc.).

CHAMPION(S): RVC/Academic Affairs and RVC/Student Affairs

TIME PERIOD: Ongoing

MEASURE: Comprehensive retention plan currently in effect

KEY INITIATIVE #4
Allocate University funding and supportive infrastructure to support a tutoring and mentoring program for under-served and under-represented student groups at USFSP.

CHAMPION(S): RVC/Enrollment Management, RVC/Administrative & Financial Services, RVC/Academic Affairs and RVC/Student Affairs

TIME PERIOD: 2018-2019 and ongoing

MEASURE: Initiate program during 2018-2019 academic year

STRATEGIC GOAL #5
Recruit, retain, develop and graduate more diverse undergraduate and graduate students to support equitable representation.

KEY INITIATIVE #1
Expand existing efforts to recruit a racially diverse student population and increase programmatic support for first generation and other diverse student population backgrounds.

CHAMPION(S): RVC/Enrollment Management, RVC/Academic Affairs

TIME PERIOD: 2018-2019 and continuing

MEASURE: Annual improvement toward mirroring State University System student population demographics for racially diverse students within three (3) years

KEY INITIATIVE #2
Provide both University funding and supportive infrastructure to build a multicultural Emerging Scholars Program introducing racially diverse students to USFSP.

CHAMPION(S): RVC/Enrollment Management, RVC/Administrative & Financial Services, RVC/Academic Affairs and RVC/Student Affairs

TIME PERIOD: 2018-2019 and continuing

MEASURE: Annual improvement toward mirroring State University System student population demographics for racially diverse students during next three (3) years

KEY INITIATIVE #5
Maintain and monitor efforts of university-wide Strategic Enrollment Management (SEM) team, comprised of faculty, staff and students, to develop and publicize a retention plan for the University.

CHAMPION(S): RVC/Enrollment Management, RVC/Administrative & Financial Services, RVC/Academic Affairs, and RVC/Student Affairs

TIME PERIOD: Ongoing

MEASURE: Receive and publicize retention plan and updates annually, beginning 2018-2019 academic year

KEY INITIATIVE #6
Encourage faculty engagement in supporting retention efforts.

CHAMPION(S): RVC/Academic Affairs

TIME PERIOD: 2018-2019, and ongoing

MEASURE: Conduct a student retention workshop/program each semester beginning Fall 2018
KEY INITIATIVE #7
Expand partnerships with organizations that promote opportunities for historically under-represented student groups.
CHAMPION(S): Regional Chancellor and University Advancement
TIME PERIOD: 2018-2019 and ongoing
MEASURE: Add at least one new partnership each year over the next three years

STRATEGIC GOAL #6
Provide high quality diversity education, orientation, and training for all members of the university community.

KEY INITIATIVE #1
Adopt and model a practice that “no one deserves to be discriminated against” and engage internal and external expertise to help all faculty and staff support teachable moments.
CHAMPION(S): Regional Chancellor, RVC/Academic Affairs, RVC/Student Affairs, Chief Diversity Officer
TIME PERIOD: 2018-2019
MEASURE: Create model on or before May 31, 2019

KEY INITIATIVE #2
Further the practice that “no one deserves to be discriminated against” by ensuring that all academic departments and committees facilitate inclusion and reflective examination of diversity in the development of coursework.
CHAMPION(S): RVC/Academic Affairs, Chief Diversity Officer
TIME PERIOD: 2018-2019
MEASURE: Create model on or before May 31, 2019

KEY INITIATIVE #3
Develop, implement and fund community-centered, innovative diversity courses, trainings, workshops, cross-group learning, seminars and symposiums.
CHAMPION(S): Chief Diversity Officer, RVC/Student Affairs, RVC Academic Affairs
TIME PERIOD: 2017-2018
MEASURE: Currently ongoing

KEY INITIATIVE #4
Enhance community connectedness by creating opportunities for open dialogue based on historical community needs while addressing issues that impede diversity and inclusion efforts.
CHAMPION(S): Chief Diversity Officer, RVC/Student Affairs, RVC Academic Affairs
TIME PERIOD: 2017-2018
MEASURE: Currently ongoing
Glossary of Terms

**Cultural Differences:** Refers to differences among people because of their racial or ethnic backgrounds, language, dress and traditions.

**Discrimination:** The unequal treatment of members of various groups based on race, gender, social class, sexual orientation, physical ability, religion, national origin, age, physical/mental abilities and other categories that may result in differences in provision of goods, services or opportunities.

**Diversity:** Describes the myriad ways in which people differ, including the psychological, physical, and social differences that occur among all individuals, such as race, ethnicity, nationality, socioeconomic status, religion, economic class, education, age, gender, sexual orientation, marital status, mental and physical ability and learning styles.

**Ethnicity:** A social construct which divides people into smaller social groups based on characteristics such as values, behavioral patterns, language, culture, history and ancestral geographical base.

**Faith:** Trust, confidence or a belief in religion or God, or a strongly held belief.

**Inclusion:** A set of community values which suggest that people of all backgrounds, identities, abilities, perspectives and beliefs should have an equal opportunity to belong, achieve and contribute to their community(ies).

**Minority:** People who are races other than White or are Hispanic (US Census Bureau).

**Multicultural:** Acknowledging and respecting the various cultures, religions, languages, social equity, races, ethnicities, attitudes and opinions within an environment. The theory and practice promotes peaceful coexistence of all identities and people.

**Racially diverse:** Denoting or relating to the division of the human species into races on grounds of physical characteristics.

**Sexual Orientation:** The direction of one’s sexual attraction toward the same gender, opposite gender, or other genders.

**Underrepresented:** Subsets of a population that hold a historically smaller percentage of representation in a field or institution. Examples are the small representation of students and employees who are women, African American, and Latina/o in STEM fields, or men in Social Work or Nursing fields, students from low-income families, first-generation students, Asian students at the undergraduate level and students of color in particular graduate programs.